

Blackjack PROVIDER



CSS TRANSFORMATION

LOOKING BACK THIS YEAR

OPSEC AND THE BLOG

**PROFILING TRAINING
AND SOME OF OUR HEROES**



SOUTHWEST ASIA'S SUSTAINMENT COMMAND
FALL 2006

Volume 10

Blackjack PROVIDER

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Letter from the Commander

Congratulations to all the soldiers of the 1st TEAM!

We have successfully completed another year and overcome a number of challenges as we transform the 1st TSC into the premiere strategic modular combat service support force we want to be. We are the Army's "go to" Theater Sustainment Command!

During this year, many milestones have passed that have been pivotal in the transformation of the 1st TSC; some of which were bittersweet, to include the inactivation and removal of our corps support groups and distribution command, a final airborne operation, which included the change over from maroon to

"What's important is that our Reserve Component (RC) Soldiers not only become a part of the "First Team", but also a part of the 1st TSC family."

black berets, and the drastic change in our task organization. We also worked through two significant personnel changes--the decrease in number of personnel assigned to our unit and the addition of our Reserve counterparts.

Our organization is now designed



Brig. Gen. Kevin A. Leonard

and filled with Soldiers senior in rank and experience because of the scope and depth of combat service support responsibilities at the strategic level that the 1st TSC is responsible for.

As a multi-component organization, we have already integrated our Reservists during our monthly Battle Assembly Weekends. Although, this integration is vital to our mission success, what's important is that our Reserve Component (RC) Soldiers not only become a part of the "First Team", but also a part of the 1st TSC family. Many of you are seasoned combat veterans, and each of you bring a wealth of knowledge and experience to the command. We look forward to building relationships and

deploying with you in the future.

During the holidays it is important that you spend time with your family and cherish those moments. Our families are our greatest assets. They are our cheerleaders, and they are the ones by our side who have time and time again endured the long work hours and deployments. Do not forget to thank them for their patience and understanding.

During these colder months, ensure that we look after each other. Hyperthermia and other cold weather injuries can strike at any given moment if we do not watch out for it. Always travel with a buddy and always let someone know where

"Our transformation is a new process for us, the Combat Service Support community and the Army."

you are.

During this New Year, our operational pace will intensify to include moving from our older facilities into newer ones. Our transformation is a new process for us, the Combat Service Support community and the Army, so I ask for your continued patience as we make history together. We are...Army Strong and we are the FIRST TEAM!

BLACKJACK PROVIDER

Commanding General

Brig. Gen. Kevin A. Leonard

Command Sergeant Major

Command Sgt. Maj. Luis J. Lopez

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Command Sgt. Maj. Luis J. Lopez

As we approach the holiday season, we need to be mindful that we have a long deployment ahead of us, but not forget that the holidays are a time for families. Safely

Letter from the Command Sergeant Major

enjoy this special time with your families as we are only as good as the support we get from them. Keep a clear head and exercise good judgment. Noncommissioned officers, you need to take a close look at your single Soldiers in the barracks during the holidays. Many Soldiers get depressed during the holiday season, being away from their natural family while thinking of home; mama's good cooking, and reviving memories of family and friends. My charge to you is to adopt a barracks Soldier during the holidays. Visit the barracks and talk to the single soldiers about the opportunity to go home and visit their families, or make suggestions on local Morale Welfare and Recreation trips and local holiday festivities.

Today's NCO has been trained well and is capable of defusing any situation on the modern 360 degree battle field. Today's NCO is multifunctional and requires very little maintenance. I believe that tomorrow's

Army is already here!!

The Army has a new motto "Army Strong". Our NCO Corps is still the backbone of the strongest Army in the world! We will live by the Army Strong motto and conduct ourselves as such! These are challenging times we are living and I have to say that I am so very proud of our Soldiers, and proud of our NCO Corps. Your young Soldiers are ready to step up to the challenge, serve their country and are not afraid to take charge! Lead them well.

I ask that you all be good stewards during the holiday season and provide a healthy and safe environment for our Soldiers. Throughout the season don't forget our Soldiers out there in the fight; keep them in your prayers. Then come January 2, get back here safe and have your game face on!

First Team, Patton's own.

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ON THE COVER



The 1st Corps Support Command and 3rd Army leadership unfurl the 1st Sustainment Command (Theater) colors during the transformation ceremony. Cover photo by Spc. Jerome Bishop

Farewell letter from the Editor

It has been a wonderful three years serving as the Public Affairs Officer for the 1st Corps Support Command and after its transformation to the 1st Sustainment Command (Theater). Throughout these years, the 1st TSC public affairs has worked extremely hard to ensure that the stories of the Soldiers and the variety of missions that this command executes with incredible professionalism was told and understood by multiple audiences. We took a four page black and white newsletter and transformed it into something more. We couldn't have been so successful without your support and the trust in your public affairs office. This issue will not only remind you of what the 1st TSC has accomplished in the past, but also our present accomplishments and future endeavors. My successor is very seasoned and accomplished. May his wealth of knowledge continue our missions' success. First Team!

SONISE LUMBACA
MAJ, GS
1st TSC Public Affairs Officer

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And more...!

By Sgt. Maj. Rich Greene

“Free speech, from those who help make it possible” was plastered across the top of the web page. This particular page contained the random, yet somewhat organized thoughts of an American Soldier who posted under the pseudonym of Greyhawk on his own web log, better known as a blog.

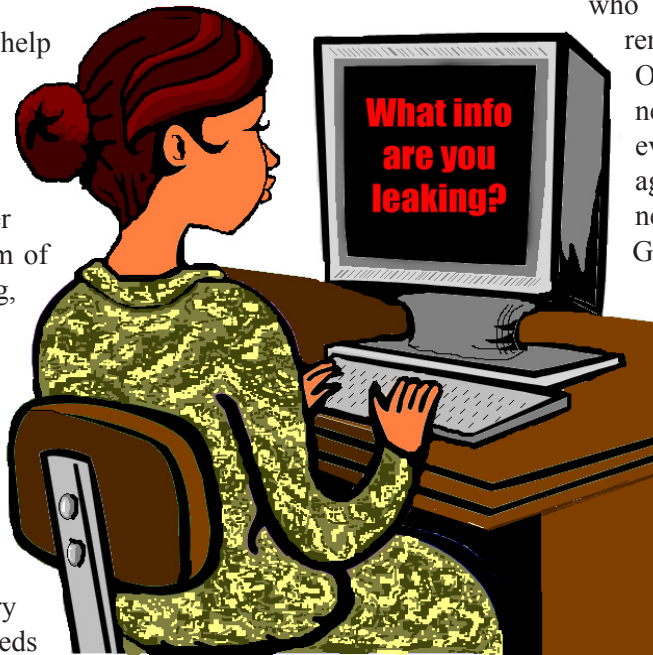
What is a blog? Many have seen one but are unfamiliar with the name for it. A blog is an online diary or a personal chronological log of thoughts published on a web page, and they are growing in popularity. There are more than 400 military themed blog sites, with hundreds waiting to be added.

Web companies have seized the blog craze and offer websites tailored to bloggers for a nominal monthly fee. These sites offer templates to start from, allowing the blogger to tailor the site to his or her personality. Most bloggers post a variety of daily updates, personal photos, and even host mainstream advertising. Many have links to the bloggers’ favorite sites. Personal web pages have continued to gain popularity as the population gets more internet savvy. Anyone can sign up for a personal page, and more and more Soldiers are doing the same.

Spc. Amanda Wilson, a motor transport operator for HHC, 1st Sustainment Command (Theater), recently signed up for an account on www.myspace.com.

“All of my friends had one,” Wilson said, “So I got one too, peer pressure... you know. I’ve had it for about two months now. It’s a great way to keep up with everyone.”

Just about anything is available when it comes to blogs or personal websites.



Graphic by Maj. Sonise Lumbaca

What many Soldier bloggers do not know is that their blogs can be a major source of information for terrorists like al Qaeda.

Most of the personal military blogs and websites are individual rants ranging from the extreme far right to conscientious objectors and everything in-between. There are as many organized, date- and topic-driven sites as there are off-the-wall rants. Many are daily updates of “Joe” and “Jane” deployed blogger who choose to blog rather than write a traditional letter or e-mail to the folks back home.

“I got my Myspace page to keep in touch with people back home,” said Spc. Sarah Hawkins, an automated logistics specialist for HHC, 1st TSC. “I keep up with people more through the pages more than e-mail, it’s more fun. With all the pictures and comments, it’s so much better than just sending an e-mail.”

Greyhawk views his site as the “Online voice of an American warrior,

who prefers to see peaceful change render force of arms unnecessary.”

On his site he lists current military news and personal opinions on everything from a media bias against the war on terrorism, to new policies for deployed National Guard and Reserve Soldiers.

As technology improved, Soldiers migrated from traditional snail mail to e-mail and internet posts. Cpl. Michael Bautista, a machine gunner based in Kirkuk, started his blogging initially as a way to get information back to his parents. He used the name Madeucegunner, or MGD online. MGD shared his reasons with the world

for starting his blog, Madeucegunners.blogspot.com, on National Public Radio’s program *On the Media*, April 25th, 2005.

“I think the main coverage that you’ll see at home is this car bomb blew up; this amount of people died,” Bautista said. He continued “I think my main effort now is more toward showing that this is a good thing that we’ve done, regardless of what political decisions were made to get us here. We’re here. We have done a good thing.”

Bautista told the National Public Radio audience that the American Soldiers who died in Iraq and Afghanistan did not die in vain.

“This is a just cause,” Bautista said, “That’s part of why I write. If I’m given an opportunity to say it, by God, I will.”

As blogging gained popularity, the Department of Defense took note. The Secretary of Defense addressed web-based issues in the DoD Website OPSEC Discrepancies Memo dated

Continued on next page

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Jan. 14, 2003, outlining information garnered from a captured al Qaeda training manual. The manual, dubbed the Manchester Document because it was recovered in Manchester, England, states "Using public sources openly and without resorting to illegal means, it is possible to gather at least 80 percent of information about the enemy."

The Manchester Document - A Terrorist Handbook can be found in its entirety online. The DoD memo went on to say that "In 2002, there were 1,500 cases of critical information posted on the internet."

The Army issued its web guidance

from the Army Chief of Public Affairs, Maj. Gen. L.D. Gottardi, dated April 28, 2003. It reflected the DoD and Army requirements for public affairs review and approval before posting publicly accessible information on a website. Further, DoD directive 5230.9 and DoD instruction 5230.29 require review of information prior to public release. Plainly stated, a public affairs officer of some sort is the one who approves the release of information, not "Joe" or "Jane" blogger.

"The military has made it clear that we shouldn't put too much (information) out there," Wilson said. "I would hope that no one would do that, I know that I won't. We're taught to turn in people who ask too many questions or ask about sensitive things. Why put something like that out there? That's just wrong."

Does the Army need to police the web for what Soldiers write about? Soldiers do receive training to know what information could be detrimental in a public forum.

"I don't even mention the Army on my site," said Pvt. Adam Patterson,

an administrative specialist from HHC, 1st TSC. "I have a MySpace page and use it to keep in touch with friends," Patterson said. "If you read my site you'd never even know I was a Soldier."

Madeucegunner's (MGD) entry for Nov. 7, 2005 linked to another blogger from Forward Operating Base Warrior, Kirkuk, Iraq, called "Grey Eagle". Why is this significant? From a casual read of each site you get a general idea about some of the layout and day-to-day operations of FOB Warrior.

Simple information can be

mission. We leave around 0500, and we get into Anaconda, a huge base with what seemed to be thousands of Soldiers walking around casually, wearing nothing but their desert combat uniforms and boony caps."

Although that information was sensitive, it was compounded by the accompanying picture of the entrance to the base, showing exactly where the security checkpoints and road barriers were.

The Army's 1st Information Operation Command (Land) website notes that the Army reemphasized operational security in 2003 in a letter from Army Chief of Staff General

Peter J. Schoomaker.

Paragraph 2 states: "In the global war on terrorism, we face an insidious and adaptive adversary capable of gathering open source information on our operations and intentions. Do not provide him assistance through uncontrolled release of information that may compromise our own force protection. We are an Army at war and our Soldiers deserve the best Operations Security we can provide."

"Soldiers have to remember that the enemy is very web savvy," said Lt. Col. Clifford Crow, the 1st TSC intelligence officer. "Blogs could potentially cost someone their life. If you're captured and they get your name, your captors could find your website and use that information to provide them a psychological advantage."

In 2004, after the much-publicized suicide bombing in Mosul, Maj. Michael Cohen described the reaction at the 67th Combat Support Hospital on his blog. The Pentagon shut down his blog. His homepage was changed to read the following message: "I have

"In the global war on terrorism, we face an insidious and adaptive adversary capable of gathering open source information on our operations and intentions."

**-Gen. Peter J. Schoomaker
Army Chief of Staff**

validated using more than one site, even when that information seems harmless in the posted context. Anyone can get this information, and here is where the ethical problem begins.

The issue is that these blogs can become a one-stop shop for an adversary, especially when a Soldier's blog provide a list of links to other military blog sites.

The blog "Sgt. Missick, A Line in the Sand" had troubling OPSEC violations on his pages. Even though the information came from someone else, Missick posted it on his site, making him liable for the information's release.

Examples of OPSEC violations from his site included statements such as "Our day starts at 0330 when we wake up to do our (inspections) on our Humvee's to get them ready for an early morning

some very unfortunate news. Levels above me have ordered me to shut down this website. They site that the information contained in these pages violates several Army regulations. I have made a decision to turn off the site.”

“The Army has no tolerance for that kind of stuff,” said Hawkins. “People just don’t get it.”

Sgt. Jason Christopher Hartley is a National Guardsman who wrote the most infamous Soldier blog from Iraq. His blog called justanothersoldier.com reached almost 10,000 readers a day at one point during the war.

Hartley’s April 24, 2004 post is titled “I ♥ Dead Civilians”

and is a prime example of why someone needs to review even personal blogs. Hartley gives no oratory, just an offset photo of what appears to be a dead, bloody Iraqi citizen slumping out of a vehicle.

According to Hartley’s interview on National Public Radio, his commanding officer found out about his blog even before the unit left Ft. Drum, N.Y. Hartley’s commander ordered him to take down the blog before they left for Iraq. The blog disappeared, but not for long. Two months before his unit returned to the states, Hartley reposted the blog, disobeying the order. Hartley went on leave and when he returned he realized the blog was rediscovered.

“I was immediately escorted to my commander, and the whole process began of me being given an Article 15,” Hartley said in the radio interview. “An Article 15 is a non-judicial form of punishment where basically (you’re) given a punishment, and that’s the end of it.”

Hartley was convicted of the Article

15 and was demoted in rank while losing some of his pay.

How can the Army curtail these obvious OPSEC violations?

DoD and the Army already have policies that clearly explain policies dealing with the release information, but Army policies do not enforce themselves. They must gain command emphasis to educate troops before, during, and after deployment of the current policies.

Personal blogs and web pages can be a great asset, but can also be a danger to the Soldier, his unit and others on a

consider the information they are going to post to a publicly accessible site. If in doubt, do not post it. If, in the future, you are assigned to Multi-National Corps-Iraq, you must notify your chain of command and register if you own, maintain, or post to a website or weblog (in accordance with Multi National Corps Iraq policy).”

All commanders must understand that once the Soldier posts the blog, e-mail, or picture, the damage occurs.

OPSEC violations carry severe punishment. Unit security training must continually emphasize that there is no second chance with this policy.

The intelligence information in the Manchester Document may have seemed like ordinary, harmless, day-to-

day events to the person who posted them on a personal website. Al Qaeda’s view on that same information describes why it is anything but ordinary.

GreyHawk’s comment on the issue of OPSEC was cut and dry. “If OPSEC is broken (the bloggers) should be busted. I’ve always said to write like the Chairman of the Joint Chiefs of Staff, the enemy, and your mother are going to read your blog,” Greyhawk said.

Crow agreed. “If you’re going to have a website, act like you’re a Soldier. Have respect for the Army and its values on your site. Remember that whatever you post out there the enemy can use against you, your unit, and your family.”

The culture of America is changing at a rapid pace and the Army is a microcosm of American society. As the Soldier’s language, communication, and technology changes, they must not lose sight of the fact that Soldiers still obey orders. Even if it means your commander reads your Christmas blog to your mom and dad.

“If you’re going to have a website, act like you’re a Soldier. Have respect for the Army and its values on your site. Remember that whatever you post out there the enemy can use against you, your unit, and your family.”

**-Lt. Col. Clifford Crow
Intelligence Officer, 1st TSC**

deployment. For the Army policy to work commanders must ensure that their Soldiers are aware of how dangerous the most innocent of information can become.

Policing the personal blogs and websites of a Soldier takes away a commander’s valuable time, but it is a must to protect the unit.

Dan Wilkinson, the Combined Forces Korea/United States Forces Korea OPSEC Officer wrote an article which outlines simple steps to take to make sure OPSEC is followed. “In the event there is still confusion, this is what you must do,” Wilkinson wrote. “Leaders must ensure this word gets out to the entire organization. Supervisors must stay involved with subordinates and remind them of the consequences of not adhering to this guidance. All personnel must think carefully and





Engineers, contractors build new tomorrow for FBE

Story and photo by Spc. Jerome Bishop

With the Army's transformation, not only are new units activating, old units getting re-structured, and missions changing, but the appearance of Fort Bragg is also seeing change.

For the Soldiers of the 1st Sustainment Command (Theater), the 507th Corps Support Group (Airborne), the 44th Medical Command, and the 82nd Airborne Division Sustainment Brigade, change is slowly being built up all around them on Fort Bragg East.

The \$35 million construction project officially started Oct. 26, 2005 on Fort Bragg East during a ground breaking ceremony outside the 1st TSC, then the 1st Corps Support Command, headquarters building.

Since then, about 25 percent of the current construction that can be seen has been completed, and less than three percent of the over all Fort Bragg construction expected to be completed in 2020 is complete, said Jim Polhamus, the Fort Bragg East master planner from the Fort Bragg Department of Public Works.

"There's construction going on all over post. It's mainly administration and headquarters buildings, and barracks improvements. Almost every unit on post has been affected by the construction," said Maj. John W. Connor, the 1st TSC G-4 engineer officer-in-charge.

Fortunately for the Soldiers of the 1st TSC, the current timeline for the completion of the unit's new facilities is far from 2020.

"For the 1st TSC, the TSC staff currently has a timeline of June 2008 and Headquarters and Headquarters Company currently has the same timeline," said Connor.

Since April 16 when the 1st COSCOM became the 1st TSC, the significant decrease in the unit's size has effected how much space is needed.

"There were 175 facilities under the 1st Corps Support Command. Now we're down to about 35," Connor said. "For the 1st TSC (after

See CONSTRUCTION, page 54

Workers construct several new battalion-sized headquarters buildings beside the current 1st Sustainment Command (Theater) headquarters on Honeycutt Street.

Motorcycle mentorship p

Story and photo by Maj. Sonise Lumbaca

Each year hundreds of Soldiers become statistics in vehicular incidents throughout the United States and various other locations in the world. Even more dangerous are Soldiers who get into motorcycle accident where there is little to no chance of avoiding an injury, or worse, after a collision. Riding during bad weather and road conditions also play a role in these numbers.

“Eighteen to 25 year old are four times likely to get killed in motorcycle or vehicular accidents than getting killed in combat,” said Rick Shannon, one of Fort Bragg’s motorcycle safety instructors. “They are dying here more than in combat.”

The Army is willing to assume risk for Soldiers in combat, but back here it is not an option, Shannon said.

One method the Army is using to combat this challenge is the motorcycle safety course, which is mandatory for all Soldiers on Fort Bragg to take if they desire to ride their motorcycles on post. The other is motorcycle mentorship program.

“The [motorcycle program] is an incentive put forth by the Chief of Staff of the Army to improve the safety of our Soldiers on the road,” said Command Sgt. Maj. Luis

Lopez, the command sergeant major for the 1st Sustainment Command (Theater) and director for Fort Bragg’s Freedom Riders Association. “Our goal is to promote motorcycle safety and a program that inexperienced and young riders can join to gain additional knowledge and support when traveling on the roads.”

The FRA, organized by the 1st TSC, became the first official motorcycle mentorship program on Fort Bragg and the third in the total Army on Nov. 7; the other two programs are out of Texas and Korea, said Sgt. Maj. Robert J. Mendiguren, the operations sergeant major for the 1st TSC and assistant director of the FRA.

“[The 1st TSC] felt that it was important to get this program up and running on Fort Bragg,” Lopez said who has been riding motorcycles on and off for the past 14 years. “We want to get senior and experienced riders to help these younger and inexperienced riders to ride safely.”

One of many senior and experienced riders, Master Sgt. James C. Brown, the communications sergeant major for the 1st TSC has been riding since he was 12 years old.

“This mentorship is unit cohesion. It is something for us to do together and increase awareness of motorcycle safety,” Brown said. “Many of our younger riders need a group of



Program promotes safety

experienced riders who can take them under their wing and guide them. There are a few trick to the trade that they can benefit from.”

It seems that younger riders are more susceptible to injuries in riding than experienced riders, Brown said. “A lot of the times, young (Soldiers) come off deployment and buy new motorcycles and across the Army they seem to have a higher percentage of fatalities.”

This wasn’t the case for one Soldier who decided to not only by a used motorcycle but also recognized the importance of joining the mentorship program. Sgt. Gabriel Cook, a driver for the 1st TSC’s operations has been riding his motorcycle for only two months.

“I had the opportunity to try something new and I’ve always wanted to ride motorcycles,” Cook said. “I will get the benefit of knowledge from the experienced riders while having a good time also.”

Cook believes that enthusiastic Soldiers purchase new motorcycles with engines that might be too big because they don’t know any better or they don’t want to be teased by their peers.

“This is a big mistake,” Cook said. “When I purchased my bike, I went with a smaller engine because I know that I am a new rider.”

As he gains experience, Cook is opting to purchase a motorcycle with a bigger engine.

Members of the 1st TSC, exercised Fort Bragg’s first mentorship ride Nov. 9 to Kendall Johnson Customs, a custom motorcycle builder in Winston Salem, N.C., in order to raise funds to augment cost for their junior enlisted to attend their holiday ball in December.

“There are a lot of bike riders in the unit and on Fort Bragg,” said Mendiguren who has ridden motorcycles for the past 33 years. “It took a few months and a lot of paperwork to get the program going and the word out, but today’s bike ride is a testament to all the hard work that went into bringing this program to life.

For the Kendall Johnson Customs ride, 30 active duty and retired military, experienced and inexperienced riders took part in the ride.



The amount of participants today demonstrates how important the program is to Soldiers, Mendiguren said.

There is more to this motorcycle mentorship program than just riding. Besides sponsoring group rides that promotes safety, the FRA hopes to build a database of riders on Fort Bragg in order to get a sense of the number of young and or inexperienced riders. Additionally, the group hopes to establish quarterly rider safety classes, refresher riding courses and fundraiser rides to raise money for the Fisher House, toys runs and holiday meals.

A bonus to taking part in the program includes receiving a membership logos that can be worn on outer riding garments and long sleeve t-shirts.

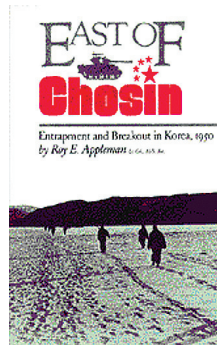
“We will be having a membership drive here shortly and hope that more Soldiers come out and join,” Mendiguren said.

“When you read the casualty reports of motorcycles, Fort Bragg has one of the lowest,” Shannon said. “But we can further prevent these numbers with this program.”

From the experienced and inexperienced to the young and not so young, all agree that there is a need for this mentorship program and hope that the membership grows.

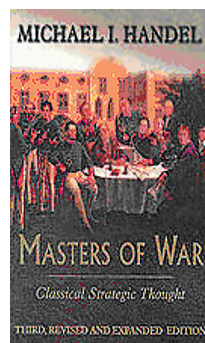
“It is a good idea to join,” Cook said. “I encourage it because it is always safer to ride in a group and with people who know what they are doing.

Military Professional Reading



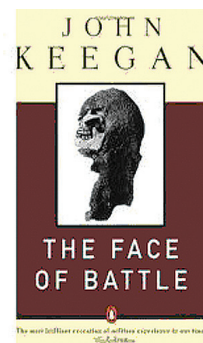
East of Chosin: Entrapment and Breakout in Korea, 1950 By Roy E. Appleman

East of Chosin tells the harrowing story of the Army's 31st Regimental Combat Team of the 7th Division under attack by waves of Chinese just east of the Chosin Reservoir in late 1950. Appleman explains why this unit suffered so badly at the hands of the Chinese and then historians, and he convincingly argues that the sacrifices of the 31st RCT contributed heavily to saving the more famous 1st Marine Division. As a story of men in combat, small-unit actions, and leadership, it has few equals and should be read by all Army leaders.



Masters of War: Classical Strategic Thought, 3rd Edition By Michael I. Handel

Masters of War is a comparative analysis of the classical works on war and strategic thought by Clausewitz, Sun Tzu, Jomini, and Machiavelli. The book illuminates the many similarities between the works of these authors and highlights the continuity in the logic of war through the ages. As such, it is a valuable compendium of military thought that all senior officers and NCOs should read.



The Face of Battle By John Keegan

One of the classics of modern military history, The Face of Battle brings to life three major battles: Agincourt (1415), Waterloo (1815), and the First Battle of the Somme (1916). The author describes the sights, sounds, and smells of battle, providing a compelling look at what it means to be a Soldier.

More than a coffee cup

Soldiers get more out of reenlisting

By Sgt. Maj. Rich Greene

Retention has come a long way from the days of coffee cups and T-Shirts.

“We still have them, the style changed some, they’re still popular though,” says Master Sgt. Russell Paradis, the senior career counselor for the 507th Corps Support Group. In looking at what is available for those eligible to reenlist, the Army has much to offer beyond what you can carry away from the retention office.

The role of the career counselor is more than merging eligible Soldiers with available Army career choices. If a Soldier decides not to reenlist, career counselors attempt to find out why.

“Many Soldiers base their Army experience on their first duty station,” Paradis said. “Sometimes it’s not the Army that they don’t like; it’s the situation, geographical location, or their workplace. So we’ll see if they are entitled to a bonus for reenlisting and staying within their (military occupational specialty) and/or if they’re eligible to PCS, or qualify to change their MOS.”

“Six years ago I was an infantryman at Fort Drum, N.Y., and needed a change,” said Staff Sgt. David Singleton, a light wheeled vehicle mechanic from HHC, 1st Sustainment Command (Theater). “I liked the Army, but I wanted a job that would benefit me on the outside, a skill or a trade. So I (reenlisted) to be a 63 whiskey (light wheeled vehicle mechanic), which is now 63 bravo.”

That was Singleton’s first reenlistment, but his most recent one was different.

“At my ten year mark I realized the Army had given me a strong foundation to build on, and I think I still have a lot to give to the Army,” Singleton said. “This time I (reenlisted) to stay a 63 bravo, and I got a bonus to stay right here in the 1st TSC.”

Try as they might, the Army’s career counselors can’t get everyone to reenlist, but there have been some who have changed their minds on the way out. Paradis and his team of counselors try to let those who have chosen not to reenlist understand the Army is still a viable option. Although they may have a plan on what to do after the Army, there are former Soldiers who knock on Paradis’ door wanting to be Soldiers again, some within months of getting out.

“What we’ve done is get Soldiers together who are eligible to reenlist and we bring in some Soldiers who have gotten

out, then decided to come back in. We do that so they can see the big picture,” Paradis said.

And what is the big picture? Many Soldiers think of the monthly paycheck they receive as the only benefit of their service.

Paradis uses Soldiers who came back into the Army to tell the full story of what they missed and the real costs they incurred when they left the Army.

“These Soldiers tell about how they forgot about the 30 days of paid vacation a year, medical and dental coverage as well as all the other available benefits they didn’t think about,” said Paradis. “They talk about the costs they never really saw before and realize that even though they thought they had a plan, they were totally unprepared to get out.”

“We let them see that if where they are is not what they’re looking for, maybe all they need is a change of scenery- not a new employer.” Singleton agreed. “I was in Fort Drum, up in New York and I got the chance to go to Fort Reilly, Kan. after I reenlisted. I had never been to the Midwest and I’m glad I went,” Singleton said. “The fishing was great; it was a place I got to go because of the Army. I would have never gone there otherwise,” he said.

Soldiers give many reasons for wanting to reenlist, and they are not all related to bonus money, college or even the opportunity to go fishing. Paradis said some of the other reasons he hears includes job security, discipline and structure, and a desire for being a part of something larger than themselves.

Along the way Paradis said that Army career counselors try to correct any misconceptions Soldiers may have when they begin considering reenlisting.

“We try to dispel any hearsay that sometimes gets passed around amongst the Soldiers and find out what they dislike about the Army, why they may want to get out, and try and get them to see that the Army may actually be what they’re looking for. All they may need to do is change jobs or locations,” said Paradis.

“We make sure they know what they are eligible for in many areas: bonuses, college, duty station, we want them to know all of the options so they can make an informed decision,” Paradis said.

That’s the more traditional role of the career counselor, finding out what the Soldier wants and match it with the needs of the Army. Then once that Soldier signs the dotted line they can still get the T-shirt and coffee cup.

Food Services

Happy Thanksgiving

Photos by Sgt. Maj. Rich Greene



CW2 Randy Clemons, a senior airdrop systems technician in the 600th Quartermaster Company, 507th Corps Support Group, serves a Soldier his Thanksgiving meal Nov. 22 at the Blackjack Café here. Army tradition dictates that the commanders, officers and senior noncommissioned officers serve the Soldiers on Thanksgiving.



Food service specialists work behind the scenes to ensure the serving line never runs out of food. Over one thousand Soldiers enjoyed their Thanksgiving meal at the "Blackjack Café Nov. 22.

This display was one of many Thanksgiving displays designed by the Soldiers of the 1st Sustainment Command (Theater) and 507th Corps Support Group's Blackjack Cafe dining facility for Fort Bragg's annual Thanksgiving dining facility competition. Soldiers served Soldiers a large feast, while being judged for design, taste, preparation and quality Nov. 22.



Master Sgt. Pamela Gaines, a supply NCO from HHC, 1st Sustainment Command (Theater), enjoys a Thanksgiving turkey leg at the Blackjack Café dining facility during a Thanksgiving meal held Nov. 22.

Spc. Robert Prude, food service specialist from HHC, 1st Sustainment Command (Theater), stands along side a turkey display during the 1st Sustainment Command (Theater) and 507th Corps Support Group's Thanksgiving meal at the Blackjack Café dining facility here Nov. 22. On the same day, Prude and his fellow Soldiers competed in the XVIII Airborne Corps and Fort Bragg Thanksgiving Dining Facility competition.



Food Services

Blackjack Cafe staff demonstrates excellence

Story and photo by Sgt. Anishka Fulton

The Black Jack Café operated by the Soldiers of the 1st Sustainment Command (Theater) and the 507th Corps Support Group, distinguished itself among other dining facilities in the Army by competing in two categories of the Phillip A. Connelly awards at Department of the Army level.

The Black Jack Café, which was under 1st Corps Support Command before its transformation to 1st TSC, evolved from being the best dining facility on Fort Bragg for the above-mentioned categories, to being the best dining facility in Forward Support Command in those categories, and is now competing at DA level, all due in part to the direct participation of the fifteen Soldiers from Headquarters and Headquarters Company, 1st TSC that are assigned to the dining facility.

The Phillip A. Connelly Awards recognizes excellence in Army food service. The competition allows for all the dining facilities in the Army to showcase their culinary skills and compete for top honors.

"We're competing against other dining facilities (DFACs) in the Army for the title of the best DFAC," said Sgt. 1st Class Anthony W. Morris, the dining facility manager. "Everyday is a Connelly day for us. We try to practice as if we are competing everyday, the higher our standards, the better the product that we put out there for our customers," he added.

The Phillip A. Connelly

awards are divided into five categories, two of which the Black Jack Café competed in at the DA level. The categories in which the Black Jack Café competed were; Active Army Large Dining Facilities (capacity of more than 401 Soldiers at each meal), and Active Army Field Kitchens (providing food service to a military unit in a field environment).

The Active Army Large Dining Facility category covers the garrison aspect of the competition.

"A total of 20 Soldiers and 11 civilians aided in the preparation for the garrison competition," said Morris. "I am not worried about winning (the competition). I have faith and confidence in my food service specialists, they do an outstanding job."

The dining facility provides support to the Soldiers and civilians working on the north side of Fort Bragg.

"This is the best DFAC setup (and organization) that I've ever been in," said Spc. Rochelle M. Torrence, a transportation specialist from 126th Transportation Company, 507th CSG. "The staff is always kind and friendly. I wish them the best of luck in the competition," she added.

For Pfc. Steven J. Miranda, a track vehicle repair specialist from HHC, 1st TSC, the friendly atmosphere has a lot to do with why he enjoys eating at the Black Jack Cafe.

"The atmosphere is very

welcoming, they are so friendly here," said Miranda. "I also like the variety of food that is available here. I've been to several DFACs in my four years in the military and this is the one DFAC where I can sit back and eat my food in contentment," he added.

The field competition was no less challenging than the garrison. The dining facility had the support of the 8th Ordnance Company that provided logistical support and security for the field training site.

"This is where the true training comes from. Everything out here is by the Army regulation, from the highest camouflage net, to the last piece of pine straw on the ground, everything is checked," said Sgt. Wayne A. Vandever, the food sanitation noncommissioned officer, who is attached to 8th Ordnance Company, 507th CSG. "There is so much support involved in making this happen, from the command support, all the way down to the kitchen police (KP) support. Without that, none of this would be possible."

The Black Jack Café had to perform its daily tasks during breakfast and lunch on the days of the competition, under the watchful eyes of the evaluators from the International Food Service Executives Association (IFSEA).

IFSEA, along with the U.S. Army Quartermaster Center and School (QMC&S), are sponsors of the event. The two organizations come together and

Sgt. Leopold Leslie, a food service supervisor assigned to the Black Jack Cafe, cuts slices of roast beef to give to Soldiers waiting to be served during lunch the garrison portion of the Phillip A. Connelly competition at the dining facility.

establish the evaluation committees that judge in the five categories of the competition.

“The objective of the competition is to improve and maintain the quality of food service in the military,” said James D. Riddle, the chairperson for the Connelly evaluation team. “The dining facilities are judged in several areas including; quality of food being served, food preparation, customer satisfaction, sanitation and the administrative operations of the facility.” The Black Jack Café was awarded



Sgt. Wayne A. Vanderver, a food service supervisor assigned to the Black Jack Cafe, sanitizes pots and pans during the field portion of the Phillip A. Connelly competition. The Black Jack Cafe is competing at Department of the Army level for the best dining facility in the Army in the large group category for field and garrison.

certificates of recognition from both the QMC&S and IFSEA for being finalists in both of the categories that they competed in at DA level.

“There will be a message in late December or early January announcing the Winner,” said Riddle. “With three units on one post in the finals in different categories, it shows that the food service program here on Fort Bragg has the support of the command,” he added.

Spc. Christopher McDonald, a food service specialist assigned to the Black Jack Cafe, serves meals to the Soldiers during the field portion of the Phillip A. Connelly competition. The Black Jack Cafe is competing for top honors in the Army food excellence awards competition.



THE SERGEANT AUDIE MURPHY CLUB

According to the club's official website, the original Sergeant Audie Murphy Club (SAMC) was started at Fort Hood, Texas early in 1986. Leading the effort was Lieutenant General Crosbie Saint, then the III Corps commander. In 1994, at a Sergeant Major of the Army conference, the Sergeant Audie Murphy Club spread Army-wide, to all commands with installations retaining the selection process for their own NCOs. Members are nominated, then vetted through a board process. In 2005, it was estimated that the club membership was over 3800 soldiers and steadily increasing. The 1st Sustainment Command (Theater) has six SAMC members as of October 2006.



When a Soldier is inducted into the Sergeant Audie Murphy Club, he/she is given the medallion above which is approximately 2 inches in diameter. The medallion is suspended by a broad powder-blue ribbon representing the traditional color of the infantry. The medallion is worn around the neck on the outside of the uniform. When a soldier is inducted into the Sergeant Audie Murphy Club, he/she is given the medallion above which is approximately 2 inches in diameter. The medallion is suspended by a broad powder-blue ribbon representing the traditional color of the infantry. The medallion is worn around the neck on the outside of the Class A or Dress Blue uniform for official functions such as military balls or Sergeant Audie Murphy Club meetings.



Photo from SAMC website

Lieutenant Audie Murphy (Right) receives the Medal of Honor from General "Iron Mike" O'Daniel.



Photo by Sgt. Anishka Fulton

Audie Murphy Award recipients from left to right: Master Sgt. Ruby Murray, Master Sgt. Sandra Northern, Staff Sgt. Wayne Crudup and Master Sgt. Quintina Donald.



The crest was designed by one of the original organizers of the club, Mr. Don Moore, an illustrator from Killeen, Texas. The crest depicts the symbols of the majestic American Bald Eagle superimposed over the olive branch-wreath, saber, and lighting bolt. In front of the eagle are the U.S. Army staff sergeant stripes. The eagle firmly clutches in both claws a powder-blue banner, the color of the infantry. On the banner are displayed words Loyalty, Caring, Discipline, and Professionalism.

The Club Motto

**"You Lead from the front"
-Audie Murphy**

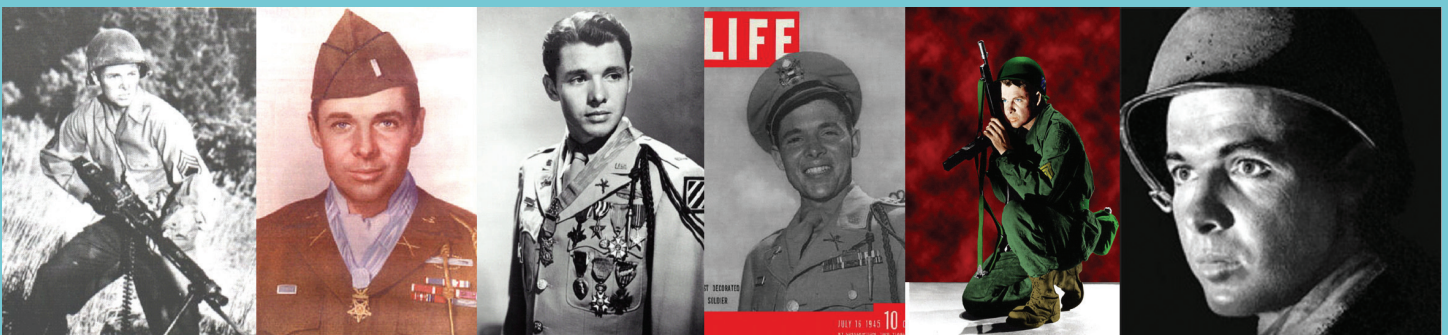


Photo from SAMC website

New modular logistic unit activates

By Maj. Sonise Lumbaca

Members of the 316th Sustainment Command (Expeditionary), 99th Regional Readiness Command, unfurled their new unit colors during an activation ceremony Nov. 19 in Pittsburgh, Pa..

This ceremony formally marked the first major milestone in the Army Reserves' transformation from the traditional Army of Excellence structured force to one that has been modularly redesigned to better address the nation's emergency, rapid response and sustain military operation and missions.

The 316th ESC is an Army Reserve logistical unit that was reorganized to fit within the mold of today's modular forces. Active duty combat, combat support and combat service support units are already falling in line with this transformation; Army Reserve units are no exception. Once mobilized, the 316th ESC will be assigned to the 1st Sustainment Command (Theater), a logistical command located at Fort Bragg and Kuwait, and fall under the operational control of Multinational Corps-Iraq.

The ceremony was attended by many high ranking officials to include Maj. Gen. James L. Snyder, the commander of the 99th Regional Readiness Command, and Brig. Gen. Kevin A. Leonard, the commander of the 1st TSC, who welcomed the 316th ESC to the Army as a new Reserve command under the 99th RRC and as one of the 1st Sustainment Command (Theater) future subordinate commands during combat operations.

"Today is a very special event in our history as we add another unit that will transform under the modular logistics concept and be our link to the tip of the spear within Iraq," said Leonard. "This marks a structural change in the U.S. Army and our ongoing transformation to the way our logistics elements will fight and support in the future."

The 316th ESC's mission is unique in that the unit is at the cutting edge of developing a combat logistical model that other logistical units will follow in the future, Leonard said.

The 316th ESC is among the first Army Reserve combat service support units to form under the new modular force concept, to deploy to combat in support of the United States

Central Command, and to validate the Army's new logistic force structure.

"This ceremony is about the Soldiers who came to this headquarters with the knowledge they would go to war in less than a year," said Col. Gregory E. Couch, commander of the 316th ESC.

Like the 316th ESC, to build a Reserve unit, many Reserve Component Soldiers have to be recruited to join the organization, whereas in Active Component units, active duty Soldiers can automatically be assigned to a unit by their controlling branch based on needs of the Army.

"These young men and women are the finest I have seen, and will soon be on point, at the tip of the spear, keeping guard over America," Couch said.

The primary mission of the 316th ESC entails theater logistics management at every level, from the individually assigned Soldier to the collective unit mission. Although this mission is new for the command, the 316th ESC has a long history dating back to Nov. 17, 1950, where it was originally constituted, in the Organized Reserves Corps as the 316th Logistical Command. A few weeks later, the command was activated on Dec. 1, 1950, at Knoxville, Tenn. The 316th Logistical Command was redesignated on July 9, 1952, in the Army Reserves and again reorganized and redesignated on Nov. 30, 1960, as Headquarters Detachment, 316th Logistical Command.

Like the 316th ESC being the first Army Reserve unit of its kind to standup, the 1st TSC will be the first theater sustainment command to stand up and test its modularity efficiency and effectiveness. In total, there will be four theater sustainment command stood up. Once deployed, the 1st TSC will be the higher headquarters for the 316th ESC and various other modular logistical units under this system.

"The 1st TSC will provide [the 316th ESC] with all the support [the unit] needs in accomplishment of [its] demanding combat mission," Leonard said. "You are a great part of history and the best part is you are not just reading about it, you are making it a reality today".

The 316th ESC will assume command and control for over 13,000 troop in 13 states, to include New York and Kansas during its peace time mission.

Bank of America Fraud Alert

Government credit card holders, If you have received an e-mail message with the "Subject" line stating "ALERT: Your online account has been limited". Do not follow the instructions of the message. Instead contact your comptroller or call 1-800-472-1424. This is a fraudulent

e-mail scam sent out to account holders by the thousands each day and might result in serious consequences to include identity fraud to those who respond. This e-mail message is not sent out on behalf of Bank of America and is a scam.

1st Sustainment Command (Theater) holds first holiday formal

By 1st TSC Public Affairs Office ● ● ● ● ● ● ● ● ● ●

The Soldiers of the 1st Sustainment Command (Theater) enjoyed an evening together at their holiday formal held at the Noncommissioned Officer Club here on Dec. 8.

The formal, "Home for the holidays", was the first since the transformation from 1st Corps Support Command to 1st TSC, and the event was sold out.

"I've been to a few formals in my military career, but this was by far the most organized," said Sgt. James O. Willis, the enlisted strength manager for Headquarters and Headquarters Company, 1st TSC. "I was really impressed with the program and the enthusiasm of the Soldiers and families that were present. Everyone seemed to be enjoying the event," he added.

Following tradition, the evening began with the social hour followed by the 1st TSC chain of command greeting each guest individually through the receiving line.

The receiving line had one special guest, Lt. Gen. R. Steven Whitcomb, the commanding general for 3rd Army and the evening's guest speaker.

In his address Whitcomb had nothing but high praises for the Soldiers of the 1st TSC and for their leaders. He thanked the unit for what they have accomplished, challenged the non-commissioned officers to train Soldiers to the best of their ability, and shared a few comical stories along the way.

"General Whitcomb spoke highly of 1st TSC and of (Brig. Gen. Kevin A. Leonard, 1st TSC commanding general)," said Gamble. "It shows that 3rd Army has a lot of confidence in the 1st TSC and in the upcoming mission at hand," he added.

After his speech, Leonard, accompanied by the 1st TSC's command sergeant major, Command Sgt. Maj. Luis Lopez presented Whitcomb with the Distinguished Order of Saint Martin, patron saint of the Quartermaster Corps.

Saint Martin is known as the Soldier-provider from the early middle ages who divided his cape to clothe a naked Gaul Soldier. He is the symbol



Photo by Sgt. Anishka Fulton

(Above) Members of the 1st Sustainment Command (Theater)'s color guard present the "colors" to Brig. Gen. Kevin A. Leonard (center) and members of the head table during the command's "Home for the Holiday" formal held Dec. 8. (Below) Soldiers of the 1st TSC and their guest enjoy an evening filled with tradition, fine dining, entertainment and dancing.

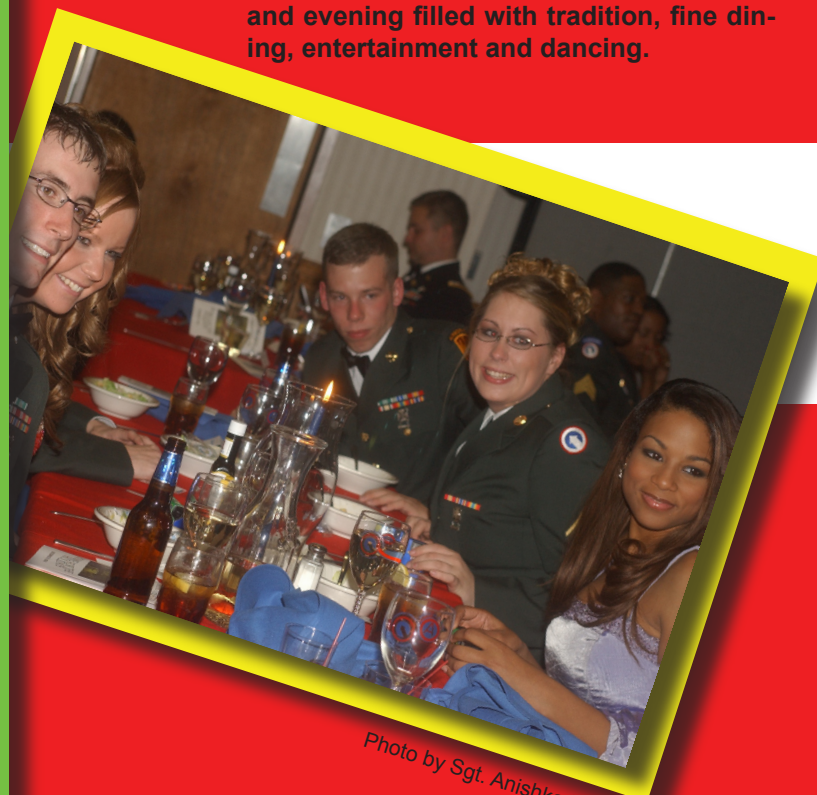


Photo by Sgt. Anishka Fulton



Courtesy photo

(Above) Brig. Gen. Kevin A. Leonard presents Lt. Gen. R. Steven Whitcomb with the Distinguished Order of Saint Martin, a Quartermaster Corps medal, for his support to the logistics community. (Below) Lt. Col. Sherrie Bosely, commander, Special Troop Battalion, 1st TSC leads the command in the “electric slide”. Members the 1st TSC and their guest danced well into the end of the evening.

for logistics warriors charged with supporting the victory.

Leonard said that even though Whitcomb was not a member of the Quartermaster Corps, his support for the 1st TSC as the 3rd Army commander could not be greater.

“It was great for 1st TSC to come together as a unit and to see the chain of command come out and show the younger Soldiers what a military formal is about,” said Master Sgt. Joseph E. Gamble, a material expediter from HHC, 1st TSC.

As soon as the colors were retired the dancing commenced. The disc jockey played several classic favorites that had young and old Soldiers filling the dance floor.

“I particularly enjoyed the dancing aspect of the ball. It was fun to see not only enlisted Soldiers on the floor, but also our officers,” said Willis. “It is not too often that you find Soldiers in a setting like this one enjoying each other’s company. I enjoyed myself,” he added.

The 1st TSC had its first, and probably the last formal for a long time. But one thing will always remain in the thoughts of the Soldiers... an evening that was well-spent with their chain of command and their families, all “home for the holidays”, at least for this year.



Photo by Sgt. Anishka Fulton

1st Sustainment Command (Theater) become first modular combat service support unit

Story and graphics by Maj. Sonise Lumbaca

Once a corps support command, a logistics command responsible for worldwide contingency operations for the XVIII Airborne Corps, the 1st Sustainment Command (Theater) (1st TSC), has transformed and evolved into a unit with greater responsibilities.

The 1st TSC is the first type of unit of its kind in the United States Army and the first to be brought to active duty service and be tested in combat.

There is quite a difference between how the 1st TSC will operate today compared to how it once operated as a corps support command. While the corps support command is focused on a tactical and operational level, the theater sustainment command (TSC) is focused on a strategic level. In a nut shell, COSCOMs take care of the divisions and brigades that are subordinate to a corps, whereas a TSC has a much broader and wider range of tasks usually covering an entire area of responsibility. For example, 1st TSC logistical operations will be focused regionally in Iraq, Kuwait, Afghanistan, Horn of Africa and the Sinai (South West Asia).

The concept of a theater sustainment command allows for three vital objectives in developing an Army logistics structure that is responsive to the needs of the joint and expeditionary campaigns of combatant commanders. This first portion of the TSC design philosophy allows for the old "Army of Excellence" ideology to transform and conform with today's modular Army allowing for rapid and early entry capability. Second, the TSC will eliminate redundancy and unnecessary layers within logistics by streamlining operations through available assets and a shared understanding of information and roles within the global logistics community. Ultimately the objective is to create a single Army logistics headquarters for each of the combatant commands that will maintain its presence in its assigned area of operation, while being regionally focused and globally employable.

Another way to think about a TSC is as staying power. A COSCOM was not designed to deploy to an area and just remain there for the duration of the conflict, whereas a TSC is specifically designed to operate out of sanctuary and deploy subordinate modular units on a rotational basis, enabling it to maintain an enduring presence.

There will be three other sustainment commands activated, each regionally focused for the Pacific, North

and South America and Europe.

Two of these theater sustainment commands fall within the Reserve and National Guard (NG) components. The 167th TSC, a National Guard unit, will focus on the North and South American (NORTHCOM and SOUTHCOM) area of operation and the 377th TSC, a Reserve unit will focus on Europe Command (EUCOM). The other active theater sustainment command has been designated as the 8th TSC out of Hawaii, support Pacific Command (PACOM).

In continuing with the elimination of redundancy, the TSC was created to enable a logistics capability that leverages emerging technology. An example of that technology is single logistical command and control (Single Log C2), which allows for the combatant commanders to simultaneously deploy to a theater with all of their equipment and personnel.

In the past, a theater had to support a number of COSCOMs, while the COSCOMs had a number of divisions to provide logistical support to. With so many layers providing logistical support, getting the combatant commanders their equipment sometimes became a battle within itself. With the theater sustainment command, it provides oversight of all logistics down to the sustainment brigade level; thus, providing Single Log C2 for the area of operation. The Battle Command Sustainment Support System (BCS3) is an example of this. The BCS3 supports warfighting C2 capabilities and the battle management process by quickly processing large quantities of logistical, personnel and medical information. The BCS3 will facilitate quicker and more precise decision making capabilities by providing a more effective and efficient means for combatant commanders and combat service support (CSS) commanders to determine requirements and then leverage the ability to support and sustain current and planned operations.

Another difference between the TSC and the COSCOM is that while the active component COSCOM had Reserve and National Guard units as subordinate command assigned to it upon deploying, the 1st TSC, will have Reserve and Active Guard Reserve (AGR) positions permanently assigned, making it a multi-component (multi-compo) unit.

Task Organization

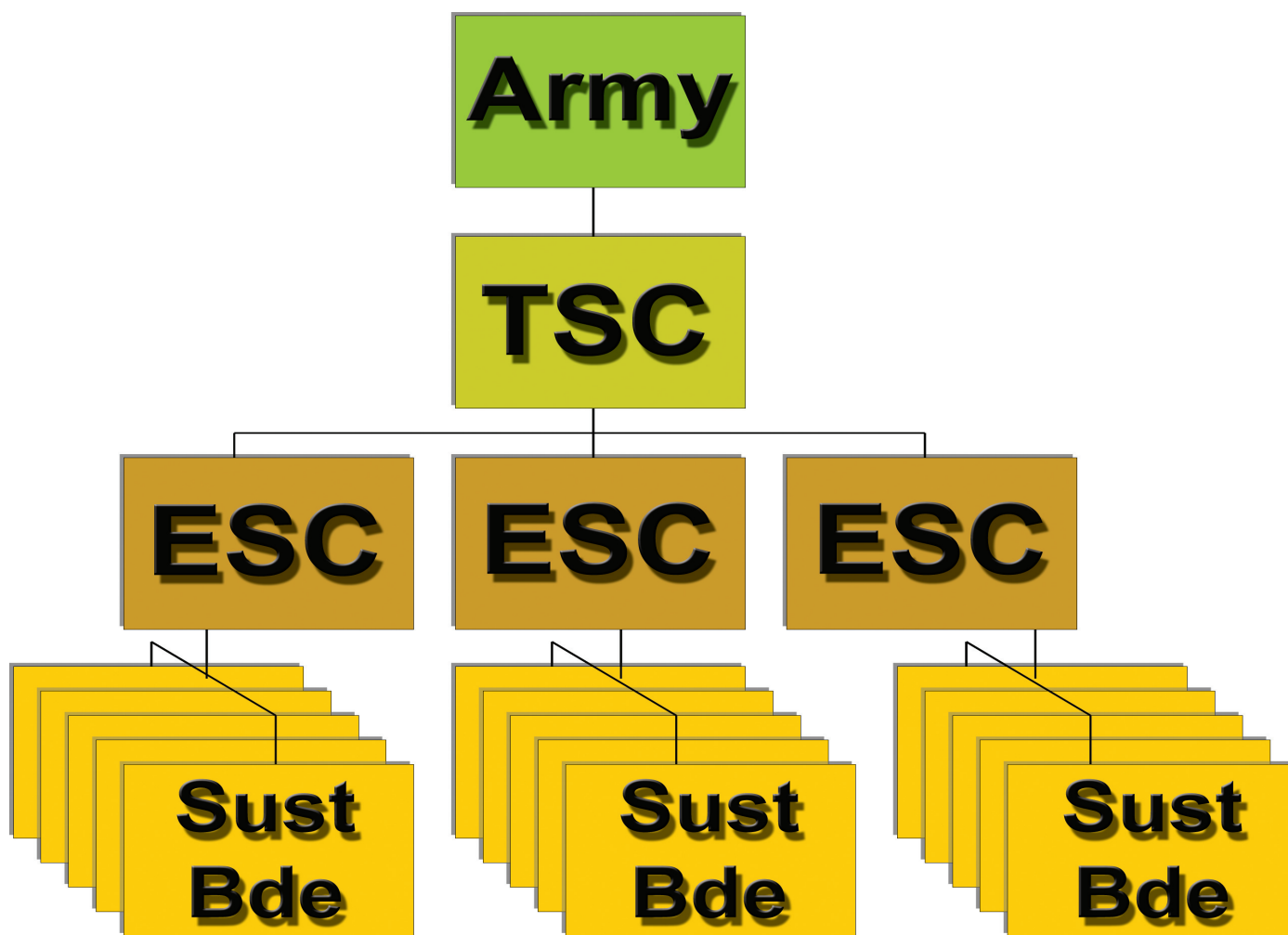
The 1st TSC is a multi-compo organization filled

with both Active and Reserve Component Soldiers, to include a small percentage of AGR positions. Most of these Soldiers are senior in rank and experience because of the scope and depth of CSS responsibilities at the strategic level. Two thirds of the unit holds Active Component (AC) positions while the remainder are Reserve Component (RC) positions. Reserve Soldiers are fully integrated into the staff elements and the unit. The 1st TSC's commanding general position is a two star billet; however, the 1st TSC is currently commanded by Brig. Gen. Kevin A. Leonard. Its deputy commanding general (DCG) is a one star billet. What's unique about the DCG position is that it is a RC fill. Additionally, within the primary staff positions, the G4 is the only primary staff RC position. Within the 1st TSC's special staff, the Trial Judge, Staff Judge Advocate and Surgeon are RC positions too. Other RC positions in the command range from private first class to colonel.

Within its task organization, a TSC would serve as

the higher headquarters to an expeditionary sustainment command (ESC). Currently, TSC are designed to oversee three ESCs. The ESC's role is to facilitate logistical operations in a particular joint area of operations. It is a smaller headquarters, and more agile than a TSC. There are currently 11 ESCs activating. The ESC is commanded by a one star general and is clearly focused on the operational and tactical fight, within its joint area of operations.

For the 1st TSC, its ESC when deployed will be the 316th Sustainment Command (Expeditionary). The 316th ESC, which was activated Nov. 19, 2006, and is located in Pittsburgh, Pa., and is among the first Army Reserve combat service support units to form under the new Modular Force Concept, and soon will deploy to combat in support of the United States Central Command. The 316th ESC has a defined area of responsibility within South West Asia (SWA) and will deploy to that area to facilitate logistical operations between subordinate sustainment brigades are assigned



This task organization depicts in general what a theater sustainment command by doctrine will look like. However, based on the particular theater (SWA, EUCOM, PACOM, and NORTHCOM/SOUTHCOM), additional assets may be added or removed. Not depicted are human resource, finance, area support groups (units that will also be subordinate to the TSC), and functional modules (combatant commanders).

to it and the 1st TSC.

Subordinate to ESCs are sustainment brigades, which provide area support to maneuver units. In comparison, sustainment brigades are more robust than division support commands (DISCOMs), and are deployed across the globe rather than providing dedicated support to a division. They provide area support to any brigade combat team (BCT) and other units in a designated area. In effect this modular construct of the ESC cuts out two Army of Excellence CSS layers; the COSCOM and the DISCOM, allowing for operations to become more streamlined and eliminating redundancy.

Vision for the 1st TSC

The mission of the 1st TSC is to provide joint command and control of logistics and select forces in support of combat operations across the full spectrum of conflict, oversee the redeployment of rotating forces into theater and provide sustainment of operating forces in the Central Command (CENTCOM) area of responsibility.

The vision for the 1st TSC is to be the Army's number one theater sustainment command that is globally employable, responsive to the warfighter and provide its theater with Single Logistics C2 and sustainment in support of all CENTCOM operations and exercises.

In a nutshell, the 1st TSC will become the Army's "go-to" theater sustainment command, the "single bellybutton" for logistics in Southwest Asia.

The 1st TSC's capabilities will include command and control for designated forces; planning and logistical support synchronization for Army Force commands; distribution management; management of multi-function logistics, personnel, facilities and engineering functions with joint/ multinational/ interagency partners; and planning/ coordination/ supervision of intelligence, physical security and area protection as designated.

While the 1st TSC is scheduled to have an enduring mission in SWA, it will maintain a reach back presence at Fort Bragg. This method of split-based operations will allow for not only shorter deployments but for enduring continuity, which is vital for this type of operation.

Challenges

Due to global operational and mission requirements, the Department of the Army (DA) is currently stretched on manning the force regardless of components. As a result, the first challenge for the 1st TSC is manning its force. Currently, the 1st TSC has a little over 50 percent of its Soldiers that are actually qualified in the

job title that they are fulfilling. However, the command anticipates being filled to mission capable status prior to its next deployment.

There are two ways to conquer the MOS mismatch challenge. The first is for the 1st TSC to recruit the RC Soldiers since requisitioning is not an option for obtaining RC Soldiers and only applies to AC Soldiers. Units like the 1st TSC have to use recruiting methods to draw Soldiers to its locations. Since the majority of Reserve Soldiers are drawn to units that are close to their full-time civilian jobs or home, a logistical organization such as the 1st TSC may draw Soldiers whose MOS could range anywhere from the infantry to demolition. The second is to send the mismatched MOS Soldiers to formal schooling. Currently the 1st TSC is receiving Soldiers where they can benefit by sending them to school now before a projected deployment is scheduled.

Another personnel challenge is the deployment process of the RC Soldiers, something that will be one of many of firsts for the 1st TSC. The command will have to work through the alert notification process, preparation for deployment and then deploying. While the majority of the command understands the deployment process for an AC unit, there are other aspects of deploying RC Soldiers that they will have to adjust to. Additionally, RC Soldiers will have to deal with potentially being away from their civilian job for what could be up to one year and return understanding and recognizing that they are still in a unit that will be constantly deploying.

The next challenge that has surfaced is that the logistics mission intensity will remain elevated long after the decline in combat operations; this includes the continued mission of support to surge operations (deployment and redeployment of units and retrograde of equipment). Wherever there are troops, be it for peacekeeping operations, humanitarian aid, etc., there will always be a need for getting troops and equipment from point A to point B and providing support and sustainment for those units on the ground.

Teaming the components

This past summer, the 1st TSC started to receive an influx of its Army Reserve Soldiers arriving to the unit. So far these RC Soldiers are fitting in well. Weekend battle assemblies allow for the reserve component Soldiers not only to train and work side-by-side with their AC colleagues, but foster work and team relationships that will bring dividends upon future deployments for the 1st TSC.

During battle assembly weekends quite a few AC members of the command report to work in order to handle RC personnel training, issues, operations, and

logistics.

The 1st TSC has ensured that there is a sense of 'welcome to the family' for incoming RC Soldiers and that they are vital to the mission success.

The TSC is drawing the right kinds of Soldiers; that is Soldiers with the right mental agility to see themselves in a command with an enduring mission and can visualize the construct for the way logistics operations will occur in SWA.

Many of these Soldiers the command is receiving bring a wealth of experience. Most are combat veterans and all are highly motivated, and the skill sets that they bring are anticipated to ensure the command's success.

Facing challenges head on

The 1st TSC recently hosted a Logistics C2 Conference Nov. 28, 2006, where various members of the logistics community came together to discuss theater sustainment commands and its role in today's Army. In particular, the 1st TSC's role as an single logistics C2 node was discussed. Those in attendance at the conference included Headquarters Department of the Army G4, CENTCOM J4, II Marine Expeditionary Force G4, and members of the Special Operation Support Command and XVIII Airborne Corps.

The object of the conference was to have key role players throughout the Army who were scheduled to be subordinate to the 1st TSC during its next deployment, to come together to start building a working relationship with each other and work on the overall concepts of deploying the 1st TSC for an enduring operation.

The end state of the conference was that all units involved in this transformation achieve a detailed understanding and concurrence of the current and future logistics C2 structure and distribution; identify challenges; and finally discuss and resolve concerns stemming from the modular transformation.

Members of the 1st TSC are excited about their mission, and the opportunity it represents. The first step in any journey is often the most difficult. The formation of the 1st TSC from the old 1st COSCOM is like a big first step for the Army. But, with the proactive approach that members of the 1st TSC have taken, this new type of unit seems to be already headed for success.

Editor's Note: Input for this article was also provided by Brig. Gen. Kevin A. Leonard, 1st TSC Commanding General; Col. Ferdinand Samonte, 1st TSC Assistant Chief of Staff G3, Lt. Col. Theodore Lennon, Chief of Operations; Lt. Col. Tharrel Kast, Rear Area Operations Coordinator; Maj. Christopher Abbot, Plans Officer and Maj. Michael Brezenski, G1 Plans and Operations Officer.

The 1st TSC has a long lineage that dates back to October 1950 where it was once known as the 1st Logistical Command and later the 1st Corps Support Command.

Past operations conflicts includes:

Vietnam Expedition

Defense

Counteroffensive

Counteroffensive, Phase I

Counteroffensive, Phase II

Tet Counteroffensive

Counteroffensive, Phase V

Counteroffensive, Phase VI

Tet 69/ Counteroffensive

Summer- Fall 1969

Winter- Spring 1970

Sanctuary Counteroffensive

Counteroffensive, Phase VII

Armed Forces

Panama

South West Asia

Defense of Saudi Arabia

Liberation and Defense of Kuwait

Cease Fire

Operation Enduring Freedom

Operation Iraqi Freedom

Other

Berlin Crisis

Operation Urgent Fury

Operation Uphold Democracy

Operation Just Cause

Operation Restore Hope

Operation Provide Refuge

Humanitarian

St. Croix (Hurricane Hugo)

Guantanamo Bay (Haitian Migrants)

Florida (Hurricane Hugo)

U.S. Virgin Island (Hurricane Disaster

Relief)

Central America (Hurricane Mitch)

Recreational Sports boost Soldiers' morale

Story and photo by Sgt. Anishka Fulton

The Army has many programs designed to enhance Soldier motivation. One program is designed solely around unit level sports, and is operated through the directorate of Morale Welfare and Recreation.

These sport activities include soccer, softball, flag football and many others.

"I grew up around sports, I love the camaraderie it brings," said Sgt. 1st Class Jermaine Britton, an automation noncommissioned officer from Headquarters and Headquarters Company, 1st Sustainment Command (Theater). "For those of us who play, it brings cohesion in the unit...

everyone coming together and having fun outside of the normal workday and getting to know each other."

Unit sports assist in the development of teamwork, confidence and the will to win among Soldiers. The Army sports program helps build group morale and aids in the development of mental and physical readiness while fostering strong esprit de corps.

"Having unit sports help to build togetherness as a unit. I play flag football and the extra time that is put out to support the unit at such sport events shows care and concern for the Soldiers, especially when the senior non-commissioned officers are present for these events," said Sgt. Duane E. Brown, a personnel administrative supervisor from HHC, 1st TSC.

"I enjoy the passion... everybody helping each other out to achieve the ultimate goal of winning as a team," said Spc. Luis A. Caridad, a personnel administrative specialist from HHC, 1st TSC. "Unit sports is another way of getting to know your fellow Soldiers in the unit because it lets you interact with people you don't see everyday while working in our individual work sections."

Support from the unit's leadership plays a vital role in the success of sporting programs within the unit. The HHC, 1st TSC has a strong balance between the willingness of the Soldiers to participate and the support that the leadership

provides to ensure that the Soldiers are taken care of at each sporting event.

"After the deactivation [from 1st Corps Support Command to 1st TSC], we reduced our available pool of players significantly," said HHC 1st Sgt. Richard Walker. "The Soldiers came together and approached me to participate in football this year...that says something to a leader."

Although sports are a part of the regular physical training for some units, some still have yet to adapt to the change. Sports PT not only builds the confidence of Soldiers, it also aids keeping the interest in physical training alive within the unit.

"When the Soldiers come to you requesting to play, and you don't have to require anyone to participate, the morale really improves. You see it on the field, and on the job," Walker said.

"We need to go back to sports in PT because it breaks the monotony of the PT session," said Britton. "I think that there would be more [enthusiasm in] participation in PT if this was in place because [you] would be getting aerobic exercise without even thinking about it," he added.

Whether sports are being played during physical training or are just a part of the unit's extra curricular activities, the benefits of having a solid PT program in the military are numerous. The most important benefit, however, is that it builds unit cohesion, an important aspect of the survivability of any unit whether here at home or during combat.

More activities that promote units working together are needed, especially now that the current situation with the war on terror has units constantly deploying to war zones, said Brown. "Everyone may have their individual differences, but over there it's one team, one fight," he added.

With the emphasis on "team", Britton, Brown, Caridad and Walker have seen the unit's morale improve as a team both on and off the field.

"Having unit sports help to build togetherness as a unit."

-Sgt. Duane E. Brown
HHC, 1st TSC



(Left) Staff Sgt. Anthony K. Osborn, a member of the 1st TSC flag football team attempts to score a touchdown while a Soldier from the opposing team tries to prevent the score. (Below) Soldiers from the 1st Sustainment Command (Theater), flag football team pose for a photo after playing one of two playoff games during the unit level flag football tournament.



Looking back this year

The year 2006 was an eventful year for the 1st Sustainment Command (Theater). Key events included first, the introduction of escrima training, a form of combat-ive training added to the weekly "Warrior PT" regimen; next, Task Force Sinai's final phase out of UH-1 Hueys to UH-60 Black Hawks on Mar. 30; then the 1st Corps Support Command's final airborne operation conducted on Sicily Drop Zone Apr. 12; next, its transformation from the 1st COSCOM to the 1st TSC on Apr. 16, where the command's task organization now falls under 3rd Army and no longer XVIII Airborne Corps; and finally, the inactivations of units such as the 46th Corps Support Group and realignment under the 507th Corps Support Group, which currently serves as a separate brigade under the XVIII Airborne Corps.



Photo by Maj. Sonise Lumbaca



Photo by Spc. Jerome Bishop



Photo by Maj. Sonise Lumbaca



Photo by Spc. Jerome Bishop



Photo by Spc. Jerome Bishop

(Right) Command Sgt. Luis J. Lopez, command sergeant major for the 1st TSC, give a motivational speech to members of the command at Wright Field here after participating in a unit run Dec. 7. (Below) Soldiers of the 1st TSC participate in an “esprit de corps” run on Fort Bragg East Dec. 7 in order to pump them up for the next evening’s holiday formal.



(Above) Spc. Andrew Lui, an automation systems specialist with the 1st TSC, jokingly uses his putter as a pool cue while another 1st TSC Soldier guides him during the 1st TSC’s Fundraising golf tournament held Nov. 30 here at Stryker Golf. (Left) Col. Floyd Hudson, deputy commanding officer for the 1st TSC prepares to putt, while Col. Kenneth McMillin observes during the 1st TSC’s Fundraising golf tournament Nov. 30 at Stryker Gold Course here.



Photo by Maj. Sonise Lumbaca

(Above) Sgt. 1st Class Tina Walton, logistics operations noncommissioned officer with the 1st Sustainment Command (Theater) waits her turn to enter CS gas chamber Nov. 8 behind Range 85. (Below) Sgt. Carlos Diaz, assistant supply NCO, Headquarters and Headquarters Company, 1st TSC, instructs Soldiers on how to clear their gas masks while in the CS gas chamber Nov. 8 behind Range 85 during Nuclear, Biological and Chemical training.



Photo by Maj. Sonise Lumbaca

Photo by Maj. Sonise Lumbaca

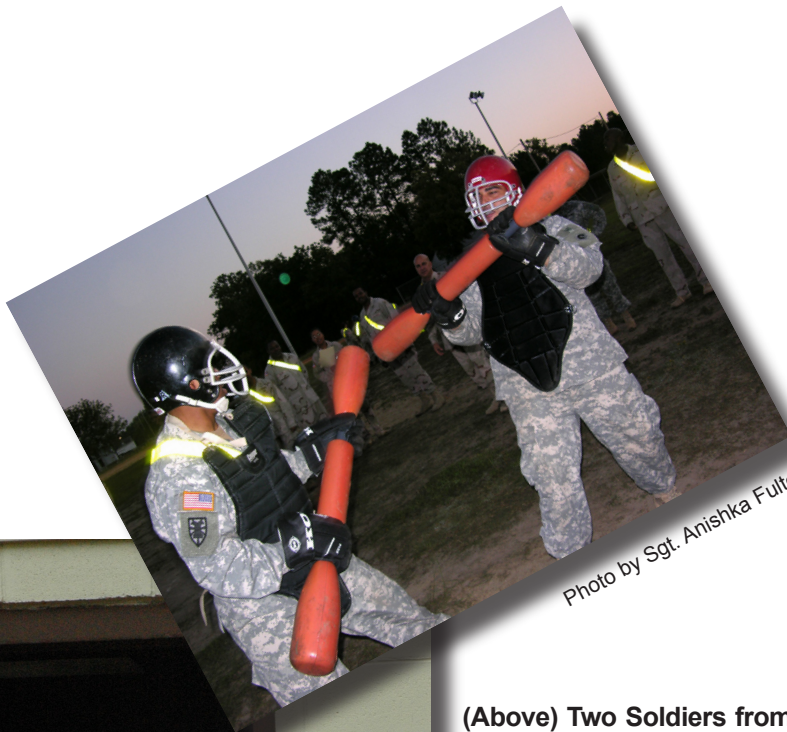


Photo by Sgt. Anishka Fulton

(Above) Two Soldiers from the 1st TSC participate in pugil stick fighting during Wednesday's "Warrior PT". (Left) Capt. Jason J. MacDonald, commander of HHC, 1st TSC exits a CS gas chamber Nov. 8 during NBC training. (Below) Members of, 1st TSC dressed in various costumes and participate in a Halloween fun run Oct. 31. at Fort Bragg East.



Photo by Spc. Jerome Bishop

Pentagon representatives visit TSC

By Sgt. Anishka Fulton

The Soldiers of the 1st Sustainment Command (Theater) were visited by personnel representing the Office of the Chief of Public Affairs at the Pentagon during a training exercise on September 14. The Soldiers were filmed training on how to move under direct fire.

"We are working to support OCPA in producing the Army exhibit for the Association of the United States Army trade show in Washington, D.C. from October 9 to 11," said Jane Hurst, a producer with Maguire Reeder Limited, the company responsible for gathering footage on Soldier training for OCPA.

The AUSA is a private, non-profit organization that supports the Soldiers (Active duty, National Guard and Reserves), family members, retirees and civilians by providing professional development opportunities through a variety of events. The 2006 AUSA Annual Meeting and Exposition was held in the Washington Convention Center and the theme was "Call to Duty: Boots on the ground." The event featured the 22nd annual Army ten-miler, among other events. The footage taken from the training exercise was part of a theater presentation at the AUSA exhibit.

The team is responsible for getting training footage year round from Army bases all over the country, and was recently at Fort Hood, Texas, and Fort Lewis, Wash.

"We have newer equipment and will be shooting in High Definition.

We need to replace the Standard Definition because of the transfer to HD," said Hurst.

The videos that are produced by the team, along with interviews, are part of the Army's on-going effort to get the Soldier's story out, and are sent to various public affairs offices throughout the Army.

The team also produces videos for senior Army leaders to take to various groups as public relations pieces for the Army.

"We keep the footage that [is] made in our libraries and they are used to produce videos throughout

"I don't think people realize how much [the Soldiers] do train and how well-trained [they] are."

**-Jane Hurst
Maguire Reeder Limited**

the Army," said Hurst.

"This is the second time this year that we've been down here, but the last time we shot in standard definition. We're always trying to keep updated footage and we like to go where there's action," Hurst said.

The training was as close as it could get to the real thing. The Soldiers trained with blank ammunition and smoke grenades. Smoke was everywhere and the commands that were being given by the team leaders were barely audible. As the rain poured, the Soldiers advanced toward the opposing forces, oblivious of the impact that the rain had on speed and visibility.

"The purpose of this training is to react to direct fire. When the enemy is attacking you, you have to engage the enemy and move forward, that way you receive the least amount of casualty as possible," said Staff Sgt. Jordan Mayhew, a transportation supervisor from Headquarters and Headquarters Company, 1st TSC and one of the primary instructors for the exercise. Staff Sgt. Wayne Crudup, an automated logistical supervisor from HHC, 1st TSC, trained the Soldiers in various tasks including how to search a vehicle in a tactical situation, how to move under direct fire and how to react to indirect fire while dismounted, all while the video crew captured the training on camera.

The downpour of the rain didn't hinder the pace of the training. The Soldiers skillfully maneuvered through the wood line, practicing the proper movement techniques.

"The Soldiers reacted well to the training, they like the realistic training that we do to help them react to the circumstances that they will encounter during combat," said Crudup.

Hurst expressed her views on the training event and on the importance of capturing training events on tape, she had nothing but high praises for the Soldiers.

"I don't think people realize how much [the Soldiers] do train and how well-trained [they] are, so the more footage we can get of good training operations, the better," said Hurst. "I personally think that it's fascinating what [the Soldiers] do. I think that everybody that wears the uniform is a hero."

1st Sustainment Command (Theater) Soldiers engaging in weekly combative training.

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MSTC combat life-saver course; Saving lives, one Soldier at a time



Story and photos by Sgt. Anishka Fulton



Soldiers attending the combat life-saver course observe instructions on how to properly give intravenous infusion. Once observing is complete, each Soldier is required to demonstrate their understanding and ability to give an IV.

The increasing number of lives that are being saved on the battlefield is due in part to immediate medical care rendered to wounded Soldiers. The Army recognizes that constraints on the battlefield limit the ability of combat medics to administer immediate care to these Soldiers injured in combat. The combat lifesaver (CLS) is part of the plan to help lessen the number of combat related deaths among Soldiers.

The CLS course offered by the Medical Simulation Training Center here is aiding in the effort to minimize the number of casualties on the battlefield by training an average of 50 combat lifesavers a week.

“On the battlefield, the combat medics are not going to be with you in most cases, but the CLS will,” said Benjamin Smith Jr., an instructor trainer at MSTC. “The sooner [a wounded Soldier] is treated, the higher the probability of a Soldier surviving on the battlefield.

The CLS course is referred to as the bridge between the most basic medical training given to Soldiers at basic training and the more advanced medical training given to combat medics. Soldiers are taught how to evaluate a casualty, how to dress wounds, how to apply a tourniquet and how to initiate an IV, among other tasks. The CLS provides immediate care that can save a casualty’s life in the absence of a medic.

“I was a combat medic before I retired and the CLS was important because he/she was closer to impact and could administer aid right



away,” said Smith Jr. “They lightened the workload of the medics because there was only a few of us out there on the battlefield. All we had to do was ensure that proper treatment was being done.”

“Combat lifesaver class was a blast for me,” said Spc. Nathaniel A. Smith, a human resources specialist from Headquarters and Headquarters Company, 1st Sustainment

Command (Theater), who was glad this training had improved. Smith attended the “old” CLS course, but seemed to like the current course better.

“It was exciting to come to class every day and hear what the instructors had to say. The instructor I had was prior military, he was a medic in the Army, so he gave us tips on how to make the most of situations that we would probably run into while deployed,” said Smith.

The improved CLS class had a few changes to the blocks of instructions that were being taught initially. These changes were implemented to meet the evolving needs of the Soldiers on the battlefield.

“The previous course had two classes in one. They had medical tasks and buddy aid. Now [the course] is a combined one,” said Smith Jr. “The chest needle decompression was added because it was

proven that it was an easy process so Soldiers now have the chance to do the procedure” he continued.

The chest needle decompression is used to treat tension pneumothorax. Tension pneumothorax occurs when an injured lung or chest wall acts as a one way valve. Air enters into the chest cavity and has no means to escape, causing the affected lung to collapse. Death will result if not treated with needle decompression. A 14 gauge needle is used to release the trapped air.

“I attended the old CLS class that was being done through the units and I think that the newer class is more descriptive on the tasks and how to accomplish them,” said Sgt. Carlos L. Diaz, the supply room noncommissioned officer from HHC, 1st TSC. “The training aids were much better and each scenario that we had to go through was very realistic,” he added.

The new implementations affected areas such as the initiation of an intravenous infusion (IV), tourniquet application and rescue breathing.

The change to the IV was the introduction of the saline lock before the initiation of the IV. Sometimes a casualty does not need an IV at the time of initial treatment, but may still need fluids at a later time. The saline lock allows you to place the catheter inside the vein,

then seal off the catheter until trained personnel are ready to administer fluids intravenously Smith Jr. said.

“The saline lock gives you the ability to stop giving fluids through an IV and start again at a later time without having search for another vein. Now that’s a big change,” said Smith Jr.

“In the old CLS class rescue breathing was also taught,” Smith Jr. said. “This is no longer being taught because it could pose to be life threatening to the person doing it because of the mouth-to-mouth contact,” he added.

“A combat application tourniquet (CAT) for controlling hemorrhage

See CLS, page 54

Two Soldiers from the 1st TSC work on applying a tourniquet to a simulated casualty during the combat life-saver course here. Soldiers attending the course not only learn to give “buddy aid” to a fallen comrade, but also applications of the tourniquet to themselves.



Spc. Andrew Lui, an automation systems specialist prepares to aid a simulated casualty in breathing during the combat life-saver course. Soldiers learn a variety of techniques to provide aid to casualties until first responders arrive to take over.

1st TSC marches for fitness

Once a standard under the XVIII Airborne Corps, the 1st TSC pushes to maintain the roach march standard under 3rd Army

Story and photos by Sgt. Anishka Fulton

1st Sustainment Command (Theater) Soldiers react to simulated small arms fire while performing a tactical road march Oct. 11, in Area Echo of Fort Bragg East.



Soldiers of the 1st Sustainment Command (Theater) relax after participating in a five-mile tactical road march for physical training.

Soldiers train all over the world, in every type of environment. An integral part of training is the movement of troops from one location to the next. Although the light medium tactical vehicle and humvee are commonly used in troop movement, the traditional form of ground movement for Soldiers is the tactical road march.

The tactical road march involves the movement of troops from one area to another while practicing various tactical techniques.

The Headquarters and Headquarters Company, 1st Sustainment Command (Theater), substituted the regular physical training uniform for the Army combat uniform and boots, to conduct a road march on Oct. 11, during the PT segment of the workday.

The five-mile march took approximately an hour to complete with over two-thirds of the formation crossing the finish line together.

“The pace was somewhat slower than the standard for the 20 kilometer under XVIII Airborne Corps, but it was still good. I enjoy road marching, I do it three or four times a week, so this was enjoyable for me,” said Sgt. Jason H. Bean, the training non-commissioned officer for HHC, 1st TSC.

As of April 16, 2006, the 1st TSC falls under the command of the Third Army instead of XVIII Airborne Corps. Under the XVIII Airborne Corps, Soldiers in COSCOM were required to complete a 20k road march in less than four hours. Annual road marches are not part of the training schedule for Third Army, however, the 1st TSC still plans on conducting tactical road marches in the future, Bean said.

“At Third Army, there is no requirement to conduct road marches. It can still be part of your PT program, but it is not required. We did approximately 4.9 miles and the majority of the Soldiers stayed with the formation. That was a good accomplishment for the company,” said Bean.

The Soldiers each had to carry a 25 pound ruck sack and traveled along a dirt road that went uphill for the majority of the march.

“I think the ruck march was needed; it was long overdue. It was a break from the regular PT schedule and it proved to be very beneficial to our physical well being,” said Staff Sgt. Maurice J. Griffin, an assistant administrative NCO from HHC, 1st TSC. “It was certainly good training.”

Road marches are an excellent way of breaking up the monotony, while at the same time maintaining a high level of fitness, Griffin added.

“I thought it was a good ruck march; incorporating it with training was an excellent idea,” said Sgt. James O. Willis, the enlisted strength manager from HHC, 1st TSC.

“The route was good, I had no idea where I was at during the march and the pace was not too stressful, but it still gave you a good workout.”

Road marches are used not only as a means of moving troops from one location to the next, it can also be used to train Soldiers to maintain a high level of physical fitness. Whether the training is mandatory or not, using road marches to build endurance and maintain optimum physical fitness levels benefits not only the individual Soldier, but aids in unit readiness and cohesion.

“The scenery was different so I wasn’t even bored. The route was a good one and it was actually physically challenging for me,” said Spc. Tawanna L. McSwain, an administrative specialist from HHC, 1st TSC. “I totally enjoyed the experience.”

Soldiers of the 1st Sustainment Command (Theater) conduct tactical road march during physical training.



Reserve Soldiers supplement Theater Sustainment Command

Story and photo by Spc. Jerome Bishop

Waking up on any given morning for Active duty Soldiers usually takes place sometime around 5 or 6 a.m. and their day usually begins with push-ups, sit-ups and a several-mile run. With the exception of one weekend a month and two weeks a year, waking up for Army Reserve Soldiers could take place anytime and begin with anything from going to class to going to work.

Unlike most units in the Army, Soldiers of the 1st Sustainment Command (Theater) could wake up to either one of these routine days.

The “Battle Assembly Weekend”, a monthly occurrence within the unit, is the time when the lives of Soldiers from various components come together to accomplish a common mission, and the Reservists come in for their monthly weekend drill.

“The unit uses it as a back up to their primary training,” said Lt. Col. Lawrence Moreland, 1st TSC chief supply officer and Active Guard and Reserve Soldier. “Then [the unit] has an opportunity for the Active duty troops and for the Reserve Soldiers to meet and interact with their leaders before deploying, instead of the unit just getting its fillers right before deployment.”

Since the transformation of the 1st TSC from the 1st Corps Support Command April 16, the numbers within the unit have dropped from several thousand from what used to be at one point under five brigades, to a unit of less than 500.

“The mission got bigger so we’re getting a lot more Reservists. More than 60 percent of the 1st TSC Soldier will be reserves,” said Command Sgt. Maj. Jimmy E. Rutherford, Sr., Special Troops Battalion, 1st TSC command sergeant major. “We’re going to have a bigger mission and we’re doing more with less. It’s important that we get exactly what people we need and that we get the unit administrators so the Reserve Soldiers get what they need.”

“The deployment training won’t start until we get orders to mobilize, but right now we’re just training to get [the Reservists] integrated into the unit and getting them trained on basic soldiering skills like rifle qualifications, Army Physical Fitness Tests, and sergeant’s time training,” he added.

While most of the Active duty Soldiers who no longer held a slot in the new TSC have left, positions opened up for Reservists to fill in the unit. Of the Soldiers assigned to the 1st TSC, the Active duty work force has been slowly

supplemented by about 50 Reserve Soldiers since April 16.

“I came to the 1st TSC in the 3rd week of August,” said Moreland. “This is the second time I’ve been with a multi-component unit and I know the challenges of being in one of them.”

For Active duty sponsors who work with their Reserve counterparts during Battle Assembly weekends, working straight through the weekend and into the next work week can take its toll, but doesn’t go overlooked when considering the progress being made by working with the Reserve Soldiers.

“I came to the unit in August so I haven’t been here that long. I came right after [advanced individual training],” said Pfc. Jessica White, an automated logistics specialist from Headquarters and Headquarters Company, 1st TSC, while in uniform and a stay-at-home mom during her time at home in Dunn, N.C. “It’s like a refresher course. It gives me time to practice and learn things that we may not have learned at A.I.T. or [basic combat training].”

With the intent of the Battle Assembly weekend being focused on training for deployment, monthly training varies from Military Occupational Specialty-specific training tasks like the most recent training event held Sept. 16 and 17, where both the Active duty and Reserve Soldiers went to two qualification ranges for the M-16 and M-9.

“The range gave us all a chance to get together and know each other since we (Reservists) only come in once a month and it give us an opportunity to get to know how the people we work with are before we deploy,” White said. “We should do it more often. There’s not really that much you can learn in two days a month. It’s not enough time sometimes to get you where you want to be.”

Even though opening the talent pool of the 1st TSC to include reserve troops is still in its beginning phases, only continued teamwork and cooperation between two types of warriors will bridge these troops into a formidable unit, and bring these Soldiers, whether they’re Reserve or Active duty, together as the “First Team”.

(Right) Active duty and Reserve Soldiers of Headquarters and Headquarters Company, 1st Sustainment Command (Theater) stand in line with M-9’s in hand waiting for the rise of multiple pop up targets during the 1st TSC Battle Assembly Weekend Sept. 17.



Soldiers train on critical common tasks

Story and photos by Sgt. Anishka Fulton

They walked stealthily through the large field. The ground was barely visible through the thick, tall grass that covered the area. The grass swayed in the gentle breeze that provided relief from the humidity. Bang! Bang! Bang! "Get down! Get down," someone shouted. In what seemed to be complete unison, the Soldiers fell flat on the ground and slowly began to low-crawl over a small berm.

The Soldiers of the 1st Sustainment Command (Theater) took common task training to another level during Sergeants' Time Training on September 13. The training was as realistic as it could get in a training environment.

Staff Sgt. Wayne Crudup, an automated logistical

supervisor from Headquarters and Headquarters Company, 1st TSC, and the primary instructor for the training, was ecstatic about being able to train the Soldiers to the required standard. Crudup trained the Soldiers in various tasks including how to search a vehicle in a tactical situation, how to move under direct fire and how to react to indirect fire while dismounted.

"The purpose of this training is to ensure that [all of our] Soldiers are trained in the common task tests for fiscal year 2006," said Crudup.

Soldiers are taught the importance of

training to a standard. The basic standard for all Soldiers training is the Army's Common Task Training. These common tasks are geared toward ensuring that



Soldiers of the 1st TSC learn the pro common task training.



First aid is one of many tasks that Soldiers of the 1st TSC train on during common task training. Although this form of aid training is not as detailed as training given during the combat lifesaver course, Soldiers learn enough to give aid to a casualty until a combat medic or first responder arrive on scene.

basic Soldiering skills are practiced on a regular basis, as realistic as possible. Combining many individual tasks together makes training even more realistic.

"It's a refresher course. Basic (training) was more in depth than here, but it is (still) good training. It's always good training,"

said Pvt. Shane Barbour, an administrative clerk from HHC, 1st TSC.

The Soldiers were divided into two-man teams to perform the task of searching a vehicle in a tactical environment. Even though this task was not as fast-paced as the others, the Soldiers were eager to practice what the



Soldiers of the 1st TSC demonstrate their ability to assemble and disassemble weapon systems during common task training. Weapon assembly and understanding how each component of the weapon operates allows for Soldiers to not only have confidence in their weapon, but also have confidence in operating it.



proper methods in detaining enemy combatants during

instructor had taught them. One Soldier pulled security while the other performed various checks on the vehicle, such as checking the inside of the vehicle and under the hood for any items that could be considered contraband. Once the vehicle was searched and no contraband was found, the vehicle was allowed to enter pass the checkpoint.

“It was motivational. I learned how to check a friendly vehicle before they come into our sector,” said Spc. John Williams, a wheeled mechanic from HHC, 1st TSC. Individual skills, such as moving while under direct and indirect fire, are of great importance in today’s Army. Given the current status of our Armed Forces, this is a valuable skill in the continuing War on Terror. “It’s some good training. We’re learning what to do when we [deploy]. [It’s a] good experience,” said Spc. Pierre Pryor, a transportation specialist from HHC, 1st TSC. The Soldiers simulated taking direct fire and moved from the

position they were to within 100 meters of the enemy with the assistance of their teammates. They were broken down into eight-man squads, and had to ensure that appropriate movement techniques were used during the simulation. The Soldiers did various movement techniques including the low-crawl, the high-crawl and what seemed to be everyone’s favorite once in the wooded area - the three-second rush.

“The training is very realistic... not classroom-type training, we’re training as if we were in a tactical environment. This gives the Soldiers an idea of what to expect once they get over there in the combat zone,” Crudup said. The exercise done was part of an on-going series of training on the skill level-one common tasks and was geared to prepare the Soldiers of the 1st TSC for testing on these tasks later on in the month.

To some it was just another day, but to the Soldiers of the 1st TSC, it was a well-spent day of training.



Reservists learn nuclear, biological and chemical survival

Story and photo by Sgt. Anishka Fulton

The Soldiers of Headquarters and Headquarters Company, 1st Sustainment Command (Theater), trained on the prevention and protection of a nuclear, biological and chemical (NBC) attack Nov. 18 at the gas chamber here.

The training was topped off with a confidence test that gave Soldiers the opportunity to test their protective mask in the gas chamber filled with 2-chlorobenzalmalononitrile (CS) gas.

“The purpose of this training is to train Soldiers on the protection and prevention of biological and chemical (CB) attacks,” said Sgt. Marcus D. Torrez, a chemical operations supervisor from Headquarters and Headquarters Company, 1st Sustainment Command (Theater).

“The confidence test is the CS chamber and this shows the protective capabilities that the protective mask has under NBC attacks,” Torrez added.

The training was on a Battle Assembly weekend and saw active duty Soldiers from HHC as well the Reserve component Soldiers training on how to don their mask and how to put on the new Mission Oriented Protective Posture (MOPP) gear. Battle Assembly weekends are the one weekend a month that Reservists assigned to the 1st TSC attend in order to participate in training, operations and administration.

Additionally, the Soldiers were also shown how to decontaminate themselves and their equipment.

“The training was very in depth and comprehensive. It covered everything from coming across a contaminated area, to protecting yourself in such an environment,” said Sgt. 1st Class Charles St. Leger, a Reservist chemical supervisor from HHC, 1st TSC. “The instructor turned every stone so many times that I didn’t have to ask any questions.”

NBC training is an annual requirement for the Soldiers of the 1st TSC. The training, however, is

Soldiers from Headquarters and Headquarters Company, 1st Sustainment Command (Theater), prepare to take off their NBC gear after the ‘all clear’ sign was given. The Soldiers went through the confidence test on their mask at the gas chamber, to ensure that their masks were functioning properly.

done twice in HHC to ensure Soldiers understand the training and to reinforce their confidence in their equipment.

“Ten survival classes were given on how to respond to a CB attack. It’s an annual requirement for all Soldiers in 1st TSC, but we do it twice a year,” said Torrez. “It is important that Soldiers know that their equipment works in the way that it was designed to.”

The NBC chamber is the perfect way of finding out if any equipment is defective, Torrez added.

“The gas chamber was fun. The instructor was knowledgeable, I didn’t have to second-guess myself,” said Spc. Anthony Raynor Jr., a Reservist automated logistics specialist from HHC, 1st TSC.

“I’ve been in the gas chamber several times and this was the first time I didn’t come out stinging. I have confidence in how well my mask works. It was good training,” Raynor added.

The fitting of the new Joint Service Lightweight Integrated Suit Technology (JSLIST), was shown to the Soldiers and was well received.

“It’s the first time I did the training in the new MOPP suit (JSLIST). It was a lot easier to put on and take off when compared to the older version,” said St. Leger.

“My mask was sealed pretty well,” said Sgt. 1st Class Clayton F. Clark, a Reservist automated logistics supervisor from HHC, 1st TSC. “As long as you apply all the techniques that were taught, you had no problem being in the chamber,” he added.

Even though the threat of a CB attack is not as high as in previous years, the Army still has implementations set in place in the event that such incidents occur. Training Soldiers to standard is just the first step in ensuring that they know their equipment, and how and when to use it.

“We ought to do this more often. It’s good to know that the equipment works,” said St. Leger. “When you see that the equipment works, then you appreciate the equipment and will want to properly maintain it,” he added.

Warrant officer makes history

Story and photos by Spc. Jerome Bishop

When a Soldier decides to enlist in the Army, he or she may not realize that their initial career goal might change completely before its time to get out.

Whatever their career goal, there are options for Soldiers to either advance in their service or just get out and find a civilian job.

For Chief Warrant Officer 5 Azzalee Brown, a Denmark, S.C. native and command food service advisor for the 1st Sustainment Command (Theater), enlisting for three years on June 15, 1977, might have been all she wanted to do in the Army at the time. However, by June 7, 2006, three years had turned into 29 as she became the first female chief warrant officer 5, following an additional milestone on May 31, 2001, when she became the first female chief warrant officer 4, in the food service career management field.

"I thought I was going to do my three years. I never thought I'd stay longer, but after I just started taking it one day at a time," Brown said. "And now, I have about three combat tours and 29 years in."

However, being a warrant officer wasn't the first thing she wanted to do when she enlisted.

"By the time I went to school to be a warrant officer, I was in for 11 years. The school was on hold because they were reevaluating the warrant officer program, but I was accepted to go at about 10 years in," said Brown.

Brown was stationed at Fort Steward, Ga., at the time.

Moving through the ranks as an enlisted Soldier was one of the most helpful tools that helped Brown become successful at her new career.

"I hate to say 'chef', but basically that's what I was," said Brown. You start as a food service specialist then move up to shift leader and after that you become

a dining facility manager."

"Before I went to Warrant school, I was also working at the NCO academy as an instructor," she said.

Brown used both her leadership skills and knowledge as a food service noncommissioned officer to aid other food service specialists coming through the Primary Leadership Development Course who were failing out after three days. Since the 1980's Soldiers rarely cross-trained outside of their initial military occupational specialty. Almost all food service specialists served solely as cooks, she said.

She attributes a majority of her success to the experience she has had in both being the Soldier behind the counter at the serving line, preparing the food in the kitchen and then moving up to a position to lead them.

"I truly think that the 10 years as an NCO and being a sergeant first class has helped me with being successful," she said.

By April 1988, Brown decided that maybe remaining in the Army as an enlisted Soldier wasn't the best option for her, she said.

"The thing about being a warrant officer is you have to look to the future because it's a better career path. That's what I was looking at and that's why I switched over," Brown said. "I didn't lose any money (from switching pay grades). I didn't gain much more, but I didn't lose any."

In only about 11 weeks, Brown's stripes were replaced with silver bar with a single black square in the center, which opened new doors and new possibilities for someone who would end up making



Brig. Gen. Kevin A. Leonard, 1st TSC commanding general, hands Chief Warrant Officer Azzalee Brown her certificate of promotion during her promotion ceremony June 7 at the 1st TSC/507th Corps Support Group field kitchen site.

food service history.

"I was a food advisor as a chief warrant officer 2 during Operation Restore Hope and I remember being there during the Black Hawk Down' incident," said Brown.

In addition, Brown also deployed to Haiti in 1994 during Operation Uphold Democracy with the 1st Corps Support Command, which is now the 1st TSC, who supported over 10,000 Soldiers from the 82nd Airborne Division as well as deploying to support Operations Desert Shield and Desert Storm and to Afghanistan with the XVIII Airborne Corps during Operation Enduring Freedom from December 2002 through June 2003, she added.

All of this might not have been the case had Brown remained as a sergeant.

"I definitely wouldn't be in the Army today, I'd probably be teaching in public school or sitting on a board of education because that's what I'm going to do when I get back into civilian life now and I did it for a year before I joined the army," she said. "I probably only would have done 20 years though (as enlisted)."

Brown's time as a sergeant first class is helping now helping her in not only completing her job and leading her Soldiers, but also helping her Soldiers prepare for success in their future.

For Sgt. 1st Class Steven Chow, the 1st TSC food operations noncommissioned officer-in-charge, spending the last three years working with Brown has helped him in many ways.

"She doesn't hold onto knowledge, she shares it," said Chow. "She always shares experiences with everyone making them more knowledgeable people," Chow said.

"When I was the DFAC manager, she gave me so much needed guidance to succeed in our field," he added. Even after leaving the NCO ranks years ago, Brown still carries the qualities with her that make NCO's the backbone of the Army.

"Because of the fact that she was an E-7 before he went to WOCS, you can always see the caring quality for Soldiers that she had as a sergeant first

class," said Chow. "She's always looking out for her Soldiers."

Maj. Matthew Houser, the deputy command supply chief for the 1st TSC, is one of many Soldiers who have worked with Brown in the past and present, and is glad to have her available to share her knowledge and talents.

"I learn a lot from [Brown] everyday," said Houser, "not only about food service support but about leadership and taking care of Soldiers."

"Like a lot of Soldiers, when I'm deployed I just go to the DFAC and never thought too much about all the hard work and detailed coordination that goes on behind the scenes to make sure our Soldiers get nutritious, great tasting food," he added.

Making sure Soldiers have good food in both the nutritional and satisfying sense is at the forefront of Brown's duties. Not only does this become evident in actual combat operations, but also in showing the rest of the Army just how capable the food service specialists of the 1st TSC and 507th Corps Support Group are.

"She has worked hard on various deployments and here on Fort Bragg ensuring (former) 1st COSCOM units, who are now the 507th CSG and 1st TSC, train and prepare to win the Department of the Army [Phillip A. Connelly] Award many times over," Houser said.

It wasn't coincidence that during such an event Brown received her promotion to chief warrant officer 5.

"When I was promoted, we were doing the FORSCOM-level field competition for the Phillip A. Connelly Awards and I elected to get pinned out there with [Brig. Gen. Kevin A. Leonard, the 1st TSC commanding general]," said Brown.



Chief Warrant Officer Azzalee Brown, the 1st Sustainment Command (Theater) food service advisor, aids Spc. Keith Smith, a food service specialist from the 8th Ordnance Company field kitchen team March 8 during the installation Phillip A. Connelly Competition.

Having the promotion ceremony under tactical conditions mirrored her previous promotion to chief warrant officer 4 in 2001, when she was stationed in Sinai, Egypt as part of the Multinational Force Observer.

"Of all the jobs performed in the food service, I love the field the most, or the combat environment," said Brown. "It's a lot more challenging then in the garrison so I wanted to get pinned out there."

"One of my joys is ensuring the Soldiers enjoy their food. When you deploy you can't just get anything you want like different restaurants, so we try to make dining at the DFAC as enjoyable as possible," she added.

With preparation continuing for any possible deployments, Brown's knowledge and experience is helping the food service section of G-4 prepare as best they can.

"She brings a wealth of experience to the 1st TSC from her deployments in the Sinai, Afghanistan, etc ... that we use to prepare for upcoming deployments to [the Middle East]," Houser said.

Modestly acknowledging her accomplishments as being the first female food service chief warrant officer 4 and 5, Brown continues to do her job for the joy, more so than the glory.

Army captain puts a life ahead of his own

Story and photo by Maj. Sonise Lumbaca

On Sep.12, Capt. Bryan Ash, the anti-terrorism force protection officer for the 1st Sustainment Command (Theater) was driving back to Fayetteville, N.C. from Orlando, Fla., to attend a class he was taking in order to complete his master's degree. Ash had been on vacation with his family at Disney World.

While driving on I-95, somewhere south of Savannah, Ga., a life changing event occurred that would personally affect Ash and a complete stranger.

"I was driving behind a van that seemed to be swerving on the road," Ash said. "I had this feeling that (the van) was going to wreck."

Although Ash wasn't sure why the vehicle was swerving, he had his suspicions and was concerned about it. As a result, he made a 911 call to notify authorities.

About five minutes later and still driving behind the van, the 39-year-old from Huntington, W.V. noticed a foreign object in the road. The van ahead of him was unable to avoid the foreign object and ended up hitting it, causing a couple of the tires on the vehicle to blowout. This blowout caused the driver of the van to lose control of the vehicle.

"The vehicle spun out of control and flipped four or five times and then rolled off the embankment," Ash said. Observing this, Ash immediately stopped and exited his vehicle and quickly made a second 911 call. When he reached the embankment, he saw that the driver was in a lot of trouble.

"I could see (the driver of the van) hanging upside-down and he wasn't moving," Ash said. "The roof of the van was crushed, the windows were blown out."

As Ash approached the vehicle closer, the van burst into flames. He made his third and final call to 911 to inform them of the acceleration of the danger in the situation and of his intentions of helping the driver.

Since the van caught on fire quickly and the driver appeared trapped and unconscious, Ash had to move fast.

"I crawled on my belly and got as close as possible to the driver to undo his seatbelt," Ash said.

Undoing the seat belt wasn't a simple task, Ash added.

"The smoke (coming from the vehicle) was so thick and black that I couldn't see anything. So, I had trouble undoing (the seatbelt)."

Ash removed himself from the vehicle, noting that there

was a truck driver standing more than 10 feet behind him with a fire extinguisher, and asked the truck driver if he had a knife so that he could cut the seatbelt. Unfortunately, the truck driver didn't have one. So, Ash crawled on his

stomach once again and made his way to the cab of the vehicle a second time to free the trapped driver. This time he was successful in freeing the driver.

Upon freeing the trapped driver, Ash dragged him about 10 feet away from the van, which was engulfed in flames. Another motorist came and helped Ash transport the injured driver further away, over the embankment. Once on the side of the road, the van exploded.

Emergency response crew arrived and both Ash and the driver of the van were rushed to a trauma center in Savannah, Ga.

Ash was treated for burns on his right arm and smoke inhalation. The driver, who survived, sustained more serious injuries.

Ash later learned that the driver was transporting a heavy load of children's books that were donated and would later be transported to schools in the Philippines. The load, coupled with driver's fatigue and the foreign object in the road caused the accident.

"I rode (in the ambulance) with the gentleman to the hospital. During the ride over, he (became conscious) and asked where he was," Ash said. "The EMS tech explained to him what happened and he thanked me for saving his life and explained that he had a pregnant wife with three children."

Being a family man himself, it was then Ash realized that although his actions in saving the driver was just a normal reaction and "no big deal" to him, in hindsight, and still modest, Ash now recognized what a life changing effect it was for him and for this stranger who he had just saved.

"Being allowed to be in a position to help another human being... the real reward in all of this is that the guy is alive and is able to get back home with his family."

Ash's action also left a lasting impression on county commissioners and emergency response personnel.

"Capt. Ash showed tremendous courage and unselfishness," said Bob Sprinkel, the assistant county administrator for Liberty County in South Carolina. "(Ash) recognized that he was going into a dangerous situation that he might not return from."

Even today, Ash remains humble about actions.

"When I spoke with (Ash), he was very modest about the



whole situation,” Sprinkel said.

For his heroism, Ash is being recommended for an Army award.

“We are asking to give him the Soldier’s Medal,” said Lt. Col. Tharrel B. Kast, the Force Protection Officer for the 1st TSC and Ash’s supervisor.

Ash did risk his life to save another, he added.

“(This award) process is one that has to go all the way up to the Department of the Army.”

In the meantime, Ash has already received accolades from members of the Liberty County community.

“I have spoken first hand to EMS, 911 dispatchers, fire fighters and police officers about the recent incident involving Capt. Ash. Everyone has the same opinion that if Capt. Ash had not reacted the way he did, the person in the burning van would not have survived,” he said.

Additionally, Ash received letters of commendation for his heroic act from the Liberty Regional EMS Inc., Liberty County Fire Services Office, the Eastern District Fire/ Rescue, and the Liberty County Public Safety Communications.

“Capt. Ash’s actions certainly demonstrate what a true hero is,” Sprinkel added.

Soldier’s thoughts published

Story and photo by Sgt. Anishka Fulton

Although everyone’s life is a story, few take the time to write it down. Fewer still submit what they write to a paper, magazine editor or book.

Spc. Thomas C. Corrow decided to put his personal experiences into words, and had one of his poems titled ‘Together in the End’ published in the book ‘Timeless Voices’.

Corrow, an administrative assistant in Headquarters and Headquarters Company, 1st Sustainment Command (Theater), shows that anyone who has the desire to move forward in life after experiencing hurt can do so and benefit from the experience.

After separating from his former girlfriend, Corrow found relief in writing poems. He used a pen and paper as a means to deal with his loss.

“I have a number of poems posted on (www.poetry.com.) I try to write at least one poem per day and as soon as it is finished, I post it on the website,” said Corrow.

One of his poems was recently published in a compilation book showcasing the talent of various poets nationwide.

“I was never good in English at school... I actually flunked English, and to have [the poem] in the book is (kind of) nice,” he added.

This accomplishment encouraged Corrow to write more.

“I am trying to get a book containing all my poems published,” Corrow said.

Not everyone can say they have been published in a book. Even though the selection of his poem came as a surprise to him, Corrow and his friends were excited that something he enjoyed doing was actually recognized by others.

“I’ve read Corrow’s poems... whenever you read his poetry, you feel what he felt at the time he was going through his situation. You read the words and you feel the emotions, said Spc. Tabitha R. Abney, an aviation operations specialist in HHC, 1st TSC. “Poetry is a creative outlet. It lets you say things that you couldn’t speak. It’s easier.” Corrow has already “put the wheels in motion” for a number of poems he has written.

“For my upcoming book I am

working with a publisher... hoping to have at least

15 copies published. Then, depending on the number of books that will be sold, I will decide whether or not to have more books printed,” Corrow added.

Corrow has been writing poetry for a little over five months and the Plattsburgh, NY native has already written over 62 poems and plans to keep on writing.

“I will continue as long as there are things or situations in life that inspire me to write,” he said. “I mainly write about relationships, love, breakups and things that are going on in the world,” Corrow added.

An example of this was the conflict between Lebanon and Israel. Corrow



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Soldier awarded for contributions to the Fort Bragg community

Story and photos by Sgt. Anishka Fulton

"I am a direct reflection of those leaders out there who paved the way for me. I will continue to do right, which is living by the creed of the noncommissioned officer. If you do not live by the (noncommissioned officer) creed, you cannot go out there and take care of our Soldiers," said Master Sgt. Ruby A. Murray, an operations sergeant from Headquarters and Headquarters Company, 1st Sustainment Command (Theater).

Murray was honored by the Thomas Kinkade "Heading Home Tour" Dec. 2 at the Fort Bragg North Post Exchange for her heroic service in Iraq and current work with postpartum Army Soldiers.

The Thomas Kinkade award is part of a touring exhibit, the 'Heading Home Tour', at seven installations in the Army, and it recognizes Soldiers who have gone above and

beyond the call of duty, said Jennifer Harlan, the director of national sales and new business development at the Thomas Kinkade Company.

Each Command on Fort Bragg had to choose a Soldier in the command who was a role model for the Fort Bragg community. A narrative listing all the accomplishments of the Soldier was sent in and reviewed by the senior NCO leadership on Fort Bragg. Murray, who was selected as the most deserving, received a limited edition "Heading Home" canvas autographed by Thomas Kinkade and a personalized video message from him.

Murray leads the Womack Army Medical Center postpartum physical fitness program and has been doing so since November 2003. The program has had a 100



Master Sgt. Ruby A. Murray, an operations sergeant from Headquarters and Headquarters Company, 1st Sustainment Command (Theater), is presented a personalized video from Thomas Kinkade, by Jason Roseberg, the Main Post Exchange store manager Dec. 2 at the North Post Exchange here during an award ceremony honoring Murray.

percent success rate and has seen over 300 Soldiers through the program.

"I feel honored, especially as a female NCO, to know that I was selected out of thousands of NCOs here. I'm just grateful to have touched so many lives at Fort Bragg and to know that our achievements are continuously being recognized," said Murray.

The Soldiers and fellow NCOs that know Murray had nothing but good things to say about her as a Soldier and an individual.

"The postpartum PT is a good program," said Master Sgt. Joseph E. Gamble, a material expeditor for HHC, 1st TSC. "Master Sgt. Murray works hard with the Soldiers to get them to their optimum level of fitness and to keep

them at that level,” he added.

“I think the program is really good for the Soldiers,” said Sgt. Christopher J. Hollis, an aerial equipment repair NCO for the 623rd Quartermaster Company (Aerial Equipment Repair Services). “Master Sgt. Murray provides strong leadership for the Soldiers. I am a sponsor for one of the Soldiers in her program and the energy that she displays daily provides motivation for the Soldiers,” Hollis added.

Murray also assists with antipartum (pregnancy) PT, by visiting the training session at least twice a month to provide mentorship for the pregnant Soldiers and give them a taste of postpartum fitness training.

Spc. Sarah L. Hawkins, an automated logistics specialist from HHC, 1st TSC, said antipartum PT allowed her to maintain a certain level of fitness during her pregnancy. “I’ve worked out with Master Sgt. Murray and she was very motivated. I would recommend her program to any Soldier, she is well deserving of the award,” said Hawkins.

Murray’s postpartum PT program is getting ready to go Army wide and the book that she has her sights on to write will be a means of her reaching each Soldier individually.

“The book is going to be about postpartum, antipartum and over weight Soldiers in the military,” said Murray. “It will provide Soldiers with advice on how to overcome and conquer whatever negativity it is that is preventing them from moving forward, and to allow personal courage to come in through being positive. I am working with a few editors to get the book out there,” Murray added.

“I was extremely impressed by Master Sgt. Murray,” said Harlan. “This is a way for Thomas to honor the military. We feel very privileged to have given her an award and the fact that she has plans on writing a book about the program is just phenomenal,” she added.

Winning an award for her achievements has not changed Murray in any way. She continues to live by the NCO creed and believes that God has blessed her tremendously, Murray said.

“I’ve always been the type of Soldier who believes that blessings come in time and that if you continue to be true, then your blessings will come because your faith has been tested,” Murray said. “This has truly been a blessing.”

“Murray is one of the top-notch NCOs in the military who is all about helping Soldiers,” said Gamble. “Yes, she shows them tough love, but she believes in doing the right thing and will stop at nothing to get the mission accomplished. She’s a hard worker and she believes in the NCO creed,” Gamble added.

“Master Sgt. Murray has a lot of charisma. She gets the Soldiers back to the Army standard, and even beyond, and ensures that when they get back to their unit that they are an asset,” Hollis said. “This is an effective way of getting

Soldiers back in shape.”

The Nassawadox, VA native credits her success to the love and support of her family and her support channel at work. She has been married for 13 years to Alfred Murray and has a daughter.

“I would like to thank my husband and my sister-in-law, Teresa Murray for being a great source of inspiration in my life,” said Murray. “Teresa has inspired me to write a book about the postpartum PT program, which is currently in the works. I would also like to thank Command Sgt. Maj. Joseph Allen, XVIII Airborne Corps, Command Sgt. Maj. George Sosa, WAMC and Mrs. Janet Leslie, WAMC Pregnant Soldier Wellness Program,” Murray added.

Murray, affectionately called “Master Sgt. Woo Woo” by her Soldiers, had a few words of advice to Soldiers striving to reach their ultimate level of fitness.

“Grab a hold of any leader out there who is not afraid to train Soldiers, add that NCO as a tool bag and believe in the NCO creed. All Soldiers are entitled to outstanding leadership, find that NCO that will provide that leadership,” Murray said.

Murray truly believes in providing that NCO leadership.

“Always remember that if you take care of Soldiers, they will go the extra mile, even if you do not think that they are,” Murray added. “One day these Soldiers will be fitting in your shoes and will remember all that you have shown them.”



(Left) Lt. Col. Sherrie Bosely, commander, Special Troop Battalion and her command sergeant major, (right) Command Sgt. Maj. Jimmie Rutherford pose with Master Sgt. Ruby A. Murray, an operations sergeant from HHC, 1st TSC after she is presented with an original Thomas Kincadeo painting Dec. 2 at the North Post Exchange here.



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Volunteer makes a difference in the lives of children

Story and photo by Sgt. Anishka Fulton

The Army runs several programs, such as adopt a highway and adopt a school, that allow Soldiers to provide aid through their individual units to the communities surrounding Military bases. It is not too often that you find individuals that take time out of their busy schedule to volunteer in the community.

Master Sgt. Joseph E. Gamble, a material expeditor from Headquarters and Headquarters Company, 1st Sustainment Command (Theater), volunteers as the head coach for three basketball teams at the John D. Fuller Recreation Center. He volunteers everyday to train young children on the skill of playing basketball and provides not only an avenue for growth by providing direction for the members of his teams, but also instills a sense of belonging in the children that teaches them the importance of teamwork.

"I have been coaching for about five years now. It is something that I enjoy doing and would love to do full time after I retire from the military," said Gamble. "I enjoy seeing the joy on the children's faces as they compete at each event, especially when there is a win. I'm just trying to be a mentor to these kids."

With 22 and a half years of service, this veteran is no stranger to volunteering. He has been volunteering for approximately eight years now and jumps at every opportunity to make a difference in the lives of those that need a

helping hand in whatever possible way he can.

"I am also a coach," said Staff Sgt. Jason Campbell, an automated logistics supervisor from HHC, 1st TSC. "And when I was asked if I knew of anyone who may be interested in coaching at the John D. Fuller Recreation League, which is a Christian Basketball

turn to for solutions to the various issues that Soldiers deal with.

"I've known Master Sgt. Gamble for about four years," said Sgt. Duryea L. Williams, an infantryman from HHC, 1st TSC. "He's coached all the 1st TSC basketball teams, even while we were deployed in Iraq when we were still 1st Corps Support Command."

Other Soldiers agreed.

"He's an awesome coach. He loves the game of basketball and he loves teaching people of all ages the game, from kids to grown ups," said Staff Sgt. Wayne J. Crudup, an automated logistics supervisor from HHC, 1st TSC. "I coached basketball alongside him in 2001 and he taught me a lot about working with kids and about the game of basketball, even things that I didn't even know existed. The guy is awesome!" Crudup added.

The three teams that are coached by Gamble are between the ages of seven and seventeen. The "Bobcats" are the tiny tots and are between the ages of seven and eight. The "Nuggets" are the junior team and are between the ages 13 and 14. The "Heat" is the senior team and the members are between the ages of 15 and 17.

The senior team finished the season as the league champions with seven wins and one loss and will be competing in an upcoming Christmas tournament.

"The hardest challenge for me was getting the kids to stay focused.



Master Sgt. Joseph E. Gamble, a material expeditor from Headquarters and Headquarters Company, 1st Sustainment Command (Theater), administers "tough love" to one of his players during halftime at their championship playoff. Gamble is a volunteer coach in the John D. Fuller Recreation Basketball League.

Association League (CBAL), Master Sgt. Gamble came to my mind first because of his love for the game and the love he has for the kids that he coaches."

Campbell knew that Gamble would not only teach the children the fundamentals of basketball, but would also teach them things about life, Campbell said.

Gamble has not only been influential in the lives of children in his community, he has also provided direction for Soldiers in the units that he has been assigned to. He has not only been their coach, but also someone they could

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Inspector General

Greetings, the last time we talked I mentioned that we were in the process of completing our Organizational Inspection Program (OIP). Since that time we completed two staff assistance visits (SAV) and we are preparing for upcoming inspections. At the conclusion of our SAVs or inspections we always write a report of the results for the commander. It is my responsibility to ensure that the report is written so that the commander and the commander's staff can understand the report. If the report is not understood then I have not communicated to the commander the information that is required to help improve his or her unit.

As leaders, when we write or speak, we must insure that the information we are providing is understood by the audience that we are providing the information to. If we want Soldiers to respond appropriately to what we write or speak we must communicate effectively.

The following is an extract from an Engineering Magazine that gives a good synopsis on effective communication: Effective communication is very important to any military organization. The ability to write and speak so others accurately receive and understand information can significantly influence mission accomplishment. Without effective communication, both verbal and written, battle tracking is useless. One of the primary goals is to make it easier to report information on the status of a unit's missions to higher headquarters. In any position, the battle NCO or captain has to



Lt. Col. Kelvin Raven
1st TSC Inspector General

be able to communicate the information effectively to Soldiers, superiors, the command, and other units. Every Soldier communicates, but not every Soldier communicates effectively. Understand that effective communication is achieved only when the information exchanged is relayed and understood by both parties. Without effective communication, the mission becomes confusing, and the intent is lost. If you are unclear in your intent, or don't prepare and rehearse your brief, you won't be taken seriously, and the value behind your input is lost. Take the time to think about what to brief before briefing it.

If you sound as if you don't know what you're talking about, then what you're trying to convey will be dismissed. If something isn't known, make sure it is stated as unknown, then take notes, find the answer, and report back. When speaking to any command, provide only the information that is relevant. The command usually wants to know up front the bottom line, and giving too much information loses their attention and your intent.

So whether we are writing an operations order, an inspection report, giving a briefing or providing information to Soldiers we need to communicate effectively up and down the chain. To find more information on communicating effectively you can read FM 6-22, Army Leadership, Chapter 7, Pages 7-14 - 7-16.

Staff Judge Advocate

Tax Season is around the corner

The Fort Bragg Tax Center opens Jan. 15, 2007 at 9:00 am. The Tax Center provides free tax preparation, electronic filing, and tax form distribution for federal and all state tax returns.

The hours of operation are from 0900-2100 Monday through Friday and 0900-1700 Saturdays, closing on Sundays. The Tax Center will closed on all major federal holidays and will be open until midnight on both the April 14 and 16, 2007.

Active duty service members, to include Reservists and National Guardsmen on active duty orders for more than 29 days, family members, and retirees are encouraged to take advantage of the Tax Center.

Assistance is provided on a walk-in basis. In order to have returns prepared, taxpayers must:

- Arrive at the Tax Center not later than one hour prior to closing.
- Bring W2 forms, which can be downloaded from the DFAS MyPay website at <https://mypay.dfas.mil>. A copy of an LES cannot be used.
- Bring military/dependent/retiree ID card.
- Bring Power of Attorney if filing for another person or filing married filing jointly without your spouse present and any tax forms received in the mail.
- If taxpayers want to get their refund faster by direct deposit, they must also bring a canceled check.

The Tax Center cannot prepare or file taxes without this necessary paperwork.

The Tax Center is located on the corner of Macomb and Armistead Streets in the basement of Bldg 2-1133. For information call 396-1040 (396-6113/0396 before Jan. 15) or go online at www.bragg.army.mil/18abn/tax.htm.

Chaplain's Corner

Military life has always been a lifestyle of moving, re-settling, changing jobs and/or units, field training and unaccompanied tours.

The “up or out” system of managing personnel and career progression always added stress and uncertainty as promotion boards and other selection board results are published.

One of the greatest challenges for military families today is the added dimensions of change brought on by the Global War on Terrorism (GWOT). The pressure of deploying to a war zone multiple times with the difficult tasks of saying “good-bye” and “coming home” have added recurring events to family and personal change. And, with no end to GWOT in sight, additional constant change, and its stressors, will be our way of life.

Dealing with change tells a lot about individuals, organizations, families or societies. Some love and accept change as a constant. Others fear change and resist every change. Some have limits to how much change they are willing to make. One study showed that only fifteen percent of people who were presented with a positive change made the change. It was the fear of the unknown and the consequent challenges that came with change that prevented the eighty-five percent from doing anything different.

Receptivity to change is also determined by how new information is received and processed. As a counselor, I have dealt with people who will accept only one way to solve a problem



Lt. Col. Chester Lanious
1st TSC Chaplain

and only one solution to their problem. This inflexibility and resistance prevents them from moving on and making the most of their situation.

How do you deal with change? Do you deal with change? Do you resist change?

How has GWOT affected your ability to accept change?

In the midst of change, constant change, we search for something that will remain the same—a touchstone, a point of reference, a refuge against chaotic uncertainties.

In the Army tradition, we talk about the spirit of the warrior. We try to cultivate the soul of the Soldier. We nourish the individual so that he/she can deal with anything, in all circumstances and every setting.

For many people, the constant is their faith. The certainty of believing that God intends good for them enables them to draw strength and endurance in uncertain times and face and embrace change.

Instead of floundering in bottomless seas, unable to find footing, faith in God gives the stability to survive change, the ability to adapt to changing circumstances and to recover when the uncertainties of change sweep them away.

Faith in God becomes the guarantor that our choices and challenges are not random events without purpose. Faith bolsters the spirit. Faith is the promise that nothing in our situation will be too much for us to handle. Faith takes the long view and carries us through to the end.

From the Mule's Mouth

What are you plans for the holiday?



“Spend time with my family, relax and take a break.”

Capt. Greg W. McMillion
Assist. Chemical Officer



“I’m having a small intimate family reunion with siblings.”

Chief Warrant Officer
Linda K. Herrington
Senior Supply Sys. Analyst



“I’ll be PCSing, so I won’t get to be with family.”

Spc. Daylin S. Hermansen
Prescribe Load List Clerk

CONSTRUCTION, from page 9

construction), there will be about three or four buildings.”

“We don’t have a big footprint anymore since we aren’t COSCOM and because our mission has changed, we’re starting to focus more on that,” he added.

One of the main reasons the number of currently occupied buildings will decrease is due to the concentration of the smaller shops moving out of the World War II are buildings into a new central headquarters office.

“The staff in the World War II buildings will be relocated to the new headquarters. They are some of the last buildings to be demolished,” said Connor.

The building being constructed for the new headquarters will be similar in design and appearance to a commercial business office building, said Polhamus.

“As much as we hate that World War II wood, it’s our saving grace because we can move people in and out during construction,” Polhamus added.

Space consideration is one of the hardest things to deal with when making any sort of move, especially when the destination of the move is still under construction.

“The Installation has to deal with all the units’ space requirements because there isn’t enough space for all the units. When a unit needs a new facility, they have to move into other facilities,” Connor said.

“There is a shortage of space and that’s probably one of the hardest things for the planners to face when dealing with the unit requirements,” he added. “They have to synchronize the movement of units and having space available. When they return (from deployment), that’s an important consideration.”

Overcoming the adversities when dealing with this construction can be inconvenient to the daily pace that the Soldiers here once had. Making the best of the situation has a much larger effect than just making it well enough just to get through.

“The challenges are unique. The first is just working in a populated area and trying to help the Soldiers at the same time,” Polhamus said.

“The most gratifying thing about doing this is the Soldiers working with the contractors and providing assistance and getting out of the way. They’re out there and they’re helping us by letting us get this done as smoothly as we can.”

“Construction is ugly, but the troopers over there are really helpful – it’s a Godsend,” he added.

The construction workers might be able to choose between a hammer and a nail gun with it comes down to which is a better tool, but for the 1st TSC engineers DPW, the best tool is cooperation.

CLS, from page 35

in a tactical situation was also added into the task listing. The CAT is used during care under enemy fire when you only have time to stop the bleeding and then continue with the mission,” Smith Jr. added.

“The class went pretty well. I have more confidence in our CLS system because I am now a part of it,” said Staff Sgt. Robert A. Vaughan, a Reservist civil affairs NCO from 358 Civil Affairs Brigade, Norristown, PA. “I enjoyed the hands on training that we got and the simulations were very realistic so I am pretty confident that the skills I learned will be very effective if they are required while I am deployed,” he added.

The MSTC offers Soldiers the opportunity to “brush up” on the skills that are taught in the CLS course.

“If you want to keep your skills up after attending the class, just come on over to the MSTC with a buddy and we’ll square you away,” said Smith Jr. “I encourage all units to send their Soldiers over here, if [the Soldiers] are not medics, send them to get some of this high speed CLS training. Everybody likes the idea of saving a life, especially if it is that of your buddy’s,” he added.

“We understand the plan and hope the plans is in the command’s interest,” said Connor. “So through monthly meetings and in close cooperation with DPW we understand the construction and understand the schedule and in forming units when to move, closing old facilities and keeping the command informed.”

“The Soldiers and the commands have been working really well with us,” said Polhamus.

“There’s no fence and we have a common goal to provide the best facilities to the troopers on Fort Bragg East.”

PUBLISHED, from page 47

wrote a poem about the conflict that took place between the two countries.

“I just enjoy writing what I am feeling and sharing it with others,” Corrow said.

Corrow not only writes for himself, he also assists his friends in expressing their feelings. He wrote several poems for special and memorable moments in his life and intends to keep on using his talent to help others express their inner thoughts.

“I’ve written poetry for events that happened in other people’s lives. ‘Grandmother’s Love’ was written for a friend whose grandmother died, and another because a friend said ‘Hey put this into words for me,’” Corrow said.

Corrow used his first two years in the Army as a chance to grow up and change his life for the better. He uses poetry as a way to escape from the stresses of daily life. Currently he writes a poem a day with plans to include all of them in his upcoming book, he said.

The thought of having a book published with all his poems in it has generated a lot of excitement from Corrow.

“It’s going to be about 150 pages and will include a commentary explaining why I wrote each one. I am really excited about the whole project,” said Corrow.

“You don’t have to be a poet to write poetry. I have known Corrow for over

five months... I write also, so I know where he's coming from," said Abney. "He writes his poems for his heart... there are people out there who are going through the same things that you are, so it helps to share your feelings with others."

"I want others who read my work to see that life can be tough at times, but there is always a way to cope with whatever difficulty that you are facing. Poetry has become an important part of my life and will continue to be as long as I go through life and face its challenges," Corrow said.

A copy of Corrow's published poem can be found in the book 'Timeless Voices' published through (www.poetry.com.)

VOLUNTEER, from page 51

I had to constantly remind them stay in the fight until the end. The hard work paid off and I'm proud

of them," said Gamble.

The Soldiers he coached had only good things to say about Gamble's coaching techniques.

"He is a great leader, he is there when you need him, whether or not it pertains to issues on the basketball court. He has patience when coaching and knows almost every aspect of the game. He is the Einstein of basketball," said Crudup.

Coaching gives you a sense of accomplishment. It allows you to take a group of young children and provide them with purpose, motivation and direction, said Campbell.

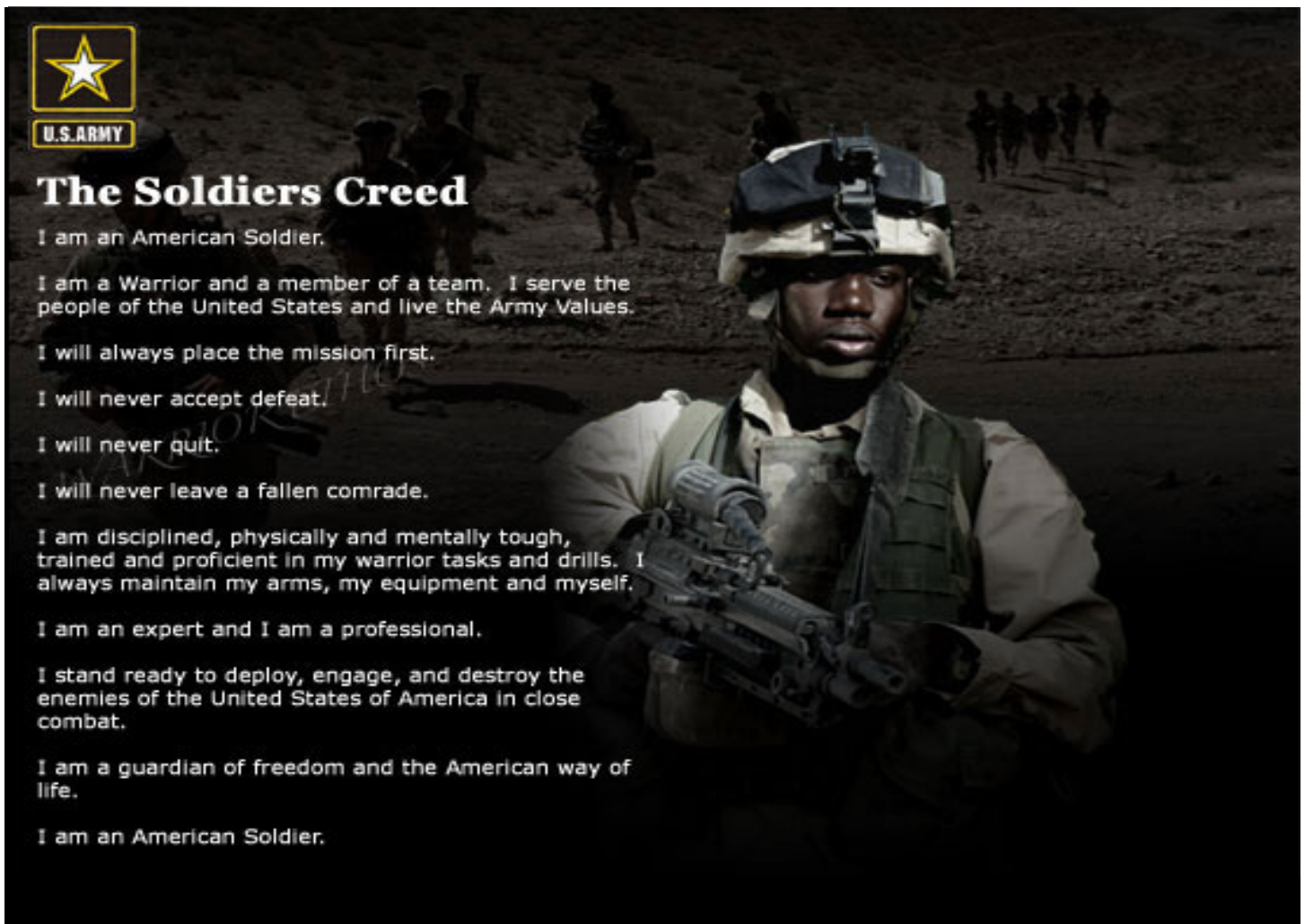
The Jersey City, NJ native credits all his success to the support that has been given to him by his family and associates. Gamble has been married for nineteen years and praises his wife for all the love and support that she has given him


throughout the years.

"My wife is very supportive. She helps to take the kids to the games and prepares meals for them sometimes. She loves the fact that I am a coach and she is very encouraging. I thank her for being there for me and for all the support that she provides. My assistant coaches have also been a big help and I'm thankful," said Gamble.

Gamble sees coaching overall as a win-win situation and offers some final advice.

"A lot of recreation centers and youth activities centers are looking for coaches. I would encourage everyone that has the time to volunteer their services to do so," said Gamble. "If you want to be a coach, go for it and stick with it and to be a true mentor to the kids."




U.S. ARMY

The Soldiers Creed

I am an American Soldier.

I am a Warrior and a member of a team. I serve the people of the United States and live the Army Values.

I will always place the mission first.

I will never accept defeat.

I will never quit.

I will never leave a fallen comrade.

I am disciplined, physically and mentally tough, trained and proficient in my warrior tasks and drills. I always maintain my arms, my equipment and myself.

I am an expert and I am a professional.

I stand ready to deploy, engage, and destroy the enemies of the United States of America in close combat.

I am a guardian of freedom and the American way of life.

I am an American Soldier.

One heart

One Mind

One Purpose

1st Sustainment Command (Theater)